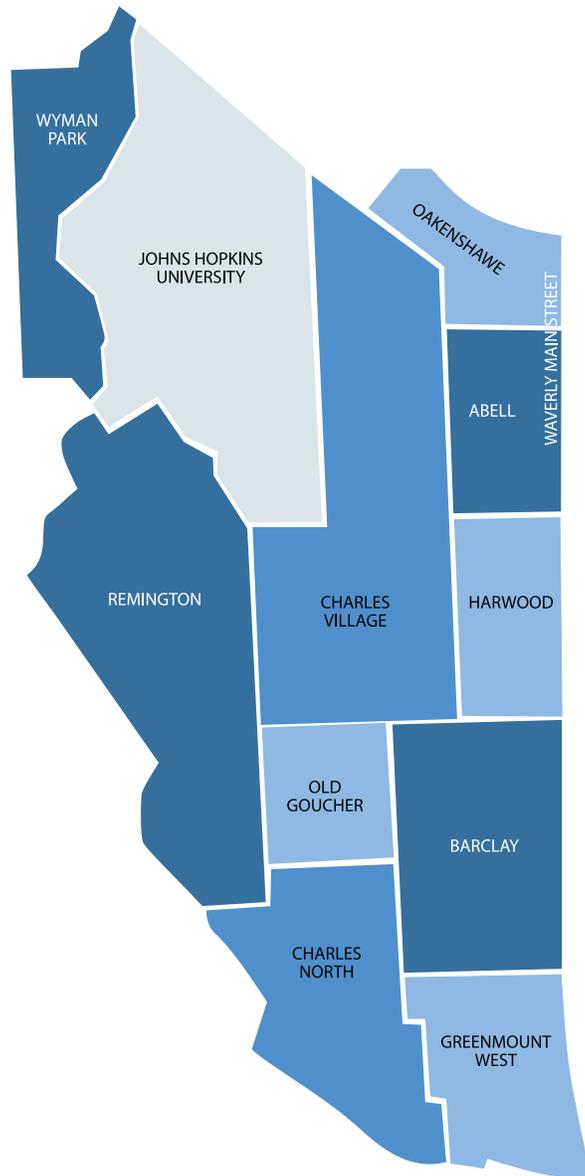


Homewood Community Partners Initiative

A Call to Action

Findings and Recommendations



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Executive Summary

The **Homewood Community Partners Initiative** (HCPI) grows out of a greater understanding that the health and well-being of the Johns Hopkins University (JHU) Homewood campus is inextricably tied to the physical, social, and economic well-being of its surrounding neighborhoods. JHU's response to that link comes from a combination of enlightened self-interest and a moral obligation that dates back to the founding of the university in 1876. Major urban universities, competing for talent, acknowledge that the off-campus experience in many ways rivals in importance a rich and well-established academic tradition.

The Case for Action Here

The best community-university partnerships around the country are based on acknowledging both the self-interest of the university and the self-interest of the community and finding the zone of mutual interest between them. The approach of the HCPI process has been to clearly describe the JHU needs and perspectives and the community's needs and perspectives.

In creating HCPI, JHU leadership recognizes that the stronger neighborhoods bordering the campus can offer a false sense of security. Many of the neighborhoods in which JHU's students, faculty, and staff live and through which they travel are less safe, have more blight and vacancy, suffer from disinvestment, and lack neighborhood retail. Despite improvements, the local public schools fail to attract a diverse student body, including middle-income families, considered by many as a necessary condition for a healthy market-driven neighborhood.

JHU has provided data showing that students who have been accepted to JHU but decline the offer cite the real and perceived conditions of the off-campus experience as a reason for their decision. For many students, the ideal college experience includes a vibrant and safe off-campus environment that is associated with college towns like Chapel Hill, Georgetown, and Providence. It's not enough to build better student housing and fitness centers.

Fortunately, the neighborhoods around Homewood are not devastated, but outsiders (and a good number of current residents) perceive them as rundown, unsafe, and lacking the quality of life and exciting retail establishments that characterize so many other areas around the universities with which JHU competes. Urban legend or not, there is a reason why people believe that JHU Security should advise incoming freshmen not to go beyond certain streets. Through HCPI, Johns Hopkins desires to counter that perception and any reality of the fortress mentality.

The neighborhoods of HCPI do have significant challenges in public safety, sanitation, environmental attractiveness, housing blight, quality education, and retail development. At the same time, these neighborhoods have great strengths and are well-positioned for large-scale market-rate development. A rich panoply of neighborhood associations and other stakeholders regard JHU positively and welcome partnership opportunities. The question for HCPI, therefore, is how to seize market advantage and build on a robust public-private neighborhood collaboration to turn around the appearance, boost the real estate market, and increase the sustainability of surrounding communities.

The HCPI Process

In August 2010, JHU's Board of Trustees created the External Affairs and Community Engagement Committee, the first new standing committee in 13 years. In the fall of 2011, the committee announced the HCPI, its first action. The HCPI would focus on 11 neighborhoods (Abell, Barclay, Charles North, Charles Village, Greenmount West, Harwood, Oakenshawe, Old Goucher, Remington, Wyman Park, and Greenmount Avenue's Main Street district) in five engagement areas: (1) clean and safe neighborhoods, (2) blight elimination and housing creation, (3) public education, (4) commercial and retail development, and (5) local hiring, purchasing, and workforce development.

JHU leadership selected an experienced local consultant to help prepare a detailed plan for HCPI so as to capitalize on local knowledge, relationships, and a track record of creating genuine collaboration in the HCPI area. JHU retained Joseph McNeely through his private firm, McNeely Legal Services, recognizing—and to some extent utilizing—his other role as executive director of the Central Baltimore Partnership, an organization of which JHU is a founder and governing member. With a small group of associates, most with Central Baltimore Partnership experience, and the involvement of JHU staff, McNeely launched an extensive participatory process among neighborhood associations, community-based stakeholders, other anchor institutions, and the business community. Neighborhood associations, many of which already had plans for their individual communities, were enrolled in a process of creating a general “overlay” plan that showed the integration of those small plans and the synergy and common elements that could be addressed to build a stronger HCPI.

That overlay and information from extensive interviews and meetings with other stakeholders in the community's public, private, and nonprofit sectors, as well as the analysis of relevant documentation, led to a common forum that hammered out a vision representing a shared ethos of community and university. Public forums and private meetings were used to derive a set of strategies to implement the vision and address the five elements of HCPI; and to identify targeted programs to implement those strategies. The ultimate goal: a community attractive to residents, investors, businesses, students, employees, and faculty of anchor institutions.

The HCPI Area

Fortunately for the HCPI cause, the area has great strengths and existing programs on which to build and make a quantum leap toward that goal. Perception of crime is worse than the reality. An impressive level of activity is already in place to improve public safety, sanitation, and quality-of-life issues. The housing market is strong or very strong in three-quarters of the neighborhoods. Some local public schools have been making great progress in both providing quality education and attracting middle-class families. The areas are adequately served for basic retail and food but lack exciting and distinctive retail offerings. The Station North Arts and Entertainment District, especially around N. Charles Street and North Avenue; the Waverly Main Street area of Greenmount Avenue, especially the core blocks; and St. Paul Street between E. 31st Street and University Parkway, all have elements of both serving local retail needs and becoming regional destinations. All anchor institutions within HCPI are aware of and interested in utilizing local hiring and purchasing to build economic development.

The Shared Vision

The shared vision derived through the HCPI process defines the direction and suggests an overall strategy:

- ***A vibrant urban center***, growing dramatically by 3,000 more households in 10 years with exciting accessible retail and arts, entertainment, and cultural institutions attracting the region;
- ***A livable community***, with a strong residential real estate market, high-caliber amenities, quality and attractive public schools; and
- ***Active collaborative stakeholders*** who work closely together, support each other's projects, and combine in the HCPI strategy and programs with anchor institutions, including JHU and others.

Overall Analysis and Strategy

Seize the BIG opportunities

Dramatically increasing the population of the area—emphasizing market-rate housing and recruiting more affluent residents—is the most critical change and would be the catalyst that drives more and better retail, higher school quality, improved quality of life, reduced crime, and a sustainable attractive environment. The two big generators of the population explosion are the Homewood campus, especially St. Paul Street and the retail potential in the ground floors of university-owned buildings; and the area immediately north of Penn Station. The area between the train station and 21st Street and between Howard Street and Greenmount Avenue offers significant vacant, easily developable land for high-density, mixed-use, transit-oriented development that builds on the proximity of the universities and the regional attractiveness of the arts district. Significant secondary development areas are possible or are under consideration at Howard and 25th streets (the 25th Street Station project) and Greenmount Avenue and E. 33rd Street.

Build from strength

In addition to capturing major development sites and shifting attention to the likelihood of market-rate apartments being constructed on the large sites, the strategy needs to build from strength, investing in powerful residential nodes, catalyzing deliberate ripple effects, and then monitoring and buffering before pushing into the weaker parts.

Change perception

The momentum supporting significant development and a high quality of life is still not generally visible to the casual passerby or even to mainstream influential leaders. If JHU Homewood signals that it is not, and does not need to be, a fortress, people inside and outside will take note. If JHU senior leadership joins with other collaborators in the HCPI area to lay out, invest in, and catalyze resources behind a clear plan, substantial projects, and long-term sustainability, people in the region will be attracted. We cannot be mindless of threats, whether to people in terms of crime or to the market in underwriting considerations or to the future in terms of educational performance and job readiness, but a critical mass is building and is ready to be unleashed.

Capture the momentum

Fortunately, considerable activity is under way, in both recent real estate developments and the important work preparing for significant investment in new development. The collective work of the organizations in the Central Baltimore Partnership has drawn attention to the development potential of the area, especially the Station North neighborhoods; identified and created conceptual plans for development projects; and forged public consensus among neighborhood residents, major institutions, private developers and property owners, and government agencies. Many now see the competitive advantage of the area: its proximity to mass transit, growing institutions of higher education, and a nationally recognized arts and entertainment district. The value of the strategic framework with broad public and private consensus cannot be underestimated, and a five-year record of \$440 million of development and 1,300 housing units proves its durability. The moment is right for a strategy that uses that momentum to catalyze a critical mass of new development.

Recommended Programs

To implement those strategies, we propose a bold set of programs to build quality of life, strong housing markets and new development, high-caliber public education, and exciting and distinctive retail, utilizing local purchasing and hiring as one element of an economic engine for opportunity. In addition, a few programs address several elements and are labeled cross-cutting. These programs would be undertaken by a broad collaboration of partners from the HCPI area. JHU would be engaged in all the programs and in some cases called on to lead. The estimated budget for the 37 recommended programs is in the neighborhood of \$60 million over five years. Resource acquisition will be a necessary step of every element of the collaboration. The sources would be institutional, philanthropic, private, public, and community. Together the HCPI programs form a roadmap for an evolving and flexible program of dramatic community development, rather than a detailed, rigid prescription. Collaborators would continue to work together to flesh out, make changes to, and implement significant programs.

Cross-Cutting Programs

HCPI focuses on four interrelated and mutually reinforcing elements of a sustainable community that is a destination of choice for residents, investment, and leisure: (1) quality of life, (2) housing, (3) public education, and (4) commercial retail. The power of local purchasing and hiring reinforces this synergy. The key to building the virtuous cycle of reinforcement among the elements is to dramatically grow the population of the HCPI area, partner with the city and its anchor strategy, secure and leverage significant state and private funds to spur development, and provide accessible opportunities for an improved quality of life for those experiencing hardship within the HCPI area. HCPI will concurrently deliver returns of interest to Johns Hopkins University and the other anchors. The programs that are highlighted here address multiple and interrelated elements.

Priority program recommendations

1. **Development Fund**
2. **Land Bank**
3. **Neighborhood Improvement Fund**
4. **City and state support**
5. **Workforce pipeline**

Quality of Life

Healthy, attractive, economically diverse, stable neighborhoods boast parks and recreation venues that are heavily used by local residents, offer personal security and neighborhood safety, provide access to quality public K-12 education and highly functional transit, boast clean and landscaped streets, contain safe pedestrian and bike ways, support diverse and fully occupied housing options as well as retail and entertainment venues that are local and regional destinations, and are attractive to individual and corporate investors. The HCPI area is blessed with a multiplicity of neighborhood associations and stakeholder organizations with strong collaborative leadership. The approach to building a high quality of life is to support and broaden that civic network, coordinate quality-of-life efforts, and encourage cross-neighborhood collaborative planning and advocacy. Within the HCPI, particular strategies include focusing on personal safety, streetscape, and commercial development in key corridors such as the area between Penn Station and the Homewood campus; along E. 33rd Street from the Homewood campus to Greenmount Avenue and the Waverly Main Street area; and the 28th and 29th streets gateway between the JFX and Greenmount Avenue.

Priority program recommendations

1. **Community amenities**
2. **Charles Village Community Benefits District collaboration**
3. **Arts and culture development marketing campaign**

Blight Removal and Housing Creation

Half of the HCPI area neighborhoods are competitive for upper-middle-class homebuyers in the regional market; a quarter could become attractive to middle-class residents but are stressed, and a quarter are much weaker. Fortunately, even the weaker neighborhoods have nodes of real strength. A few have significantly large, easily developable parcels that could be used to capitalize on the surging market for high-density, multiuse developments, especially market-rate rental. With some intervention and strong marketing, most of the lower-density areas could become strong homeownership neighborhoods. An ample supply of affordable housing exists and needs to be retained and, in some cases, improved.

Priority program recommendations

1. **Healthy Neighborhoods Inc.**
2. **Housing sales campaign**
3. **Live Near Your Work**
4. **Rental housing conversion program**
5. **Developer recruitment**

Education

Quality public education is crucial in attracting and retaining families with children, including faculty and staff of anchor institutions like JHU. Two of the local zoned public schools have made great strides in improving quality and attracting middle-class families, with extensive help from both community partners and volunteers and the professional involvement of JHU and other universities. The HCPI approach is to build on efforts to

make schools attractive to all families, use all the resources of JHU in a coordinated and targeted manner to build quality education and develop a method of JHU's branding local schools. The mutual faculty and community interest in early childhood education offers another opportunity for win-win.

Priority program recommendations

1. A Johns Hopkins partnership school
2. Early childhood programs
3. After-school programs

Continued exploration

1. A powerful program of services for older kids and young adults
2. A "college pipeline" program to promote college preparation
3. A public neighborhood school in Remington
4. A Johns Hopkins-operated school

Commercial Retail Development

Adequate and accessible retail is an important part of a sustainable neighborhood. Exciting and distinctive retail adds character and marketability to districts, and may even be a regional draw as well as a service to local residents. Most successful national universities have stimulated engaging retail districts. The HCPI area has a fairly good supply of basic retail and food stores but begs for more exciting and diverse retail offerings. The strategy to significantly increase population will help drive retail, but specific mixed-use developments and retail corridors should be targeted for collective management and development intervention to boost the market.

Priority program recommendations

1. N. Charles Street corridor and storefronts (Homewood to Penn Station)
2. Joint academic facilities
3. JHU development site, E. 33rd Street & St. Paul Street
4. 3100–3500 St. Paul Street retail
5. Waverly Main Street
6. Artists marketing
7. Retail development fund

Continued exploration

1. 25th and Howard streets corridors
2. Leasing and retail mix management
3. Support of entrepreneurship
4. Remington commercial development

Local Hiring and Purchasing

Anchor institutions and other enterprises in the HCPI area can bring a powerful tool for economic opportunity and development through hiring local residents and purchasing from local businesses. A local focus on employment and procurement practices and policies, working in concert with other elements of the HCPI agenda, can accelerate growth and stability in a neighborhood and help more disadvantaged populations move into the mainstream. JHU has undertaken an internal process, known as economic inclusion, for marshaling its employment and purchasing on behalf of local economic development. Through the Baltimore Integration Partnership, JHU is sharing its learning and prototypes with other anchor institutions and employers, including those in the HCPI area.

Priority program recommendations

1. **Institutional commitments by JHU and other anchors to local hiring**
2. **Institutional commitments by JHU and other anchors to purchasing from local, minority-, and women-owned businesses**
3. **Institutional commitments by JHU and other anchors to using local, minority-, and women-owned construction contractors**
4. **Support for business growth**
5. **Marketing campaigns to attract new businesses**
6. **Workforce preparation and advancement**

Homewood Community Partners Initiative—The Case for Action

“Our ideas, our energies, our passion and optimism can contribute so much to the community of which we are part. How we galvanize our intellectual and moral strengths for the betterment of our community, and for the betterment of ourselves, stands as yet another compelling challenge that we must address.”

—President Ron Daniels

“We welcome more active participation by JHU. We value the university as an important asset of our community. Many of us moved here because of it. We recognize and want to better utilize the intellectual, cultural, financial, and political strength that JHU brings to a collaboration that fosters a better quality of life in the community.”

—A community leader

Research into the “best practices” on community-university partnerships suggests that the most successful and durable collaborations are those in which the needs and desires of all parties are acknowledged and achieved. As often stated in HCPI meetings by Andy Frank, economic development adviser to JHU President Ron Daniels, and embraced by community leaders during the process, “We are looking to find that sweet spot that represents the overlap of the self-interests, in the best sense of that phrase, of the university and the community.” The HCPI process created a forum in which it was both desirable and legitimate to articulate the self-interest of all parties so that the zone of common vision could be identified and collective decisions made about the best method for all to achieve their goals. The case for action together begins by clearly revealing the needs and orientation of both the university and the community.

1. The Case for Action: The University

The **Homewood Community Partners Initiative** (HCPI) grows out of a greater understanding that the health and well-being of The Johns Hopkins University is inextricably tied to the physical, social, and economic well-being of its surrounding neighborhoods. A number of universities in Baltimore and across the country have embraced their role as anchor institutions, working closely with neighborhood, business, and civic leaders to strengthen the communities in which their campuses are located. The term *anchor institutions* applies to large organizations, like Johns Hopkins, typically educational, medical, or cultural, that are deeply rooted in their communities. The key to successful university-neighborhood engagements lies in transparency, open communication, collaboration with community partners, and the recognition of shared values.

a. The Impact of Community Attraction

Johns Hopkins’ greatest resource is its people. It competes for the best and brightest students, faculty, and staff. In fact, the university is ranked against its competition using criteria that include the quality of students and faculty, along with other resources. Recruited faculty members value the quality of the academic and intellectual environment. In this category, Johns Hopkins fares well. It fares less well against its current and aspirational competition in the area of real and perceived safety and the vibrancy of its surrounding neighborhoods. While some younger faculty might appreciate the grit and creativity associated with the MICA campus, for example, others benchmark the university environs against Franklin Street in Chapel Hill or West Philadelphia at Penn.

Why engage?

- Aids students and faculty who look at both the reality and the perception of the surrounding neighborhoods.
- Enhances the off-campus experience which is increasingly important to prospective students, their families, and the faculty.
- Increases alumni satisfaction and giving.
- Mitigates future risks tied to public safety.
- Increases reputation and university rankings.
- Increases trust and relationship quality.
- Helps JHU keep up with the Joneses.

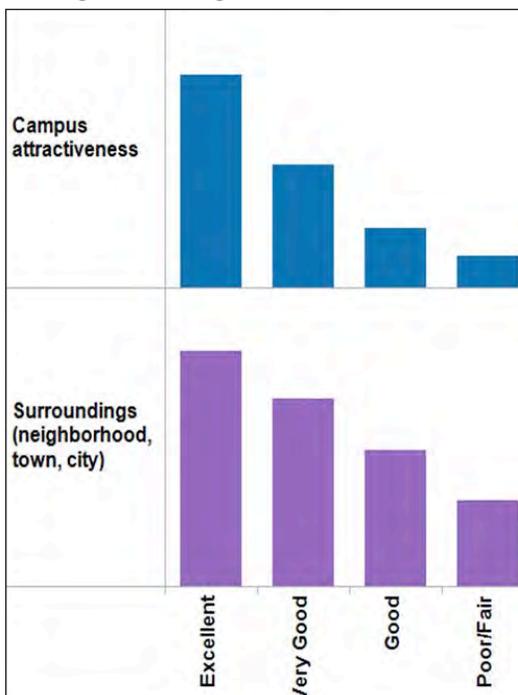
b. Student and Faculty Perception

Data from the Johns Hopkins Office of Undergraduate Admissions show that the perception of the surrounding communities by prospective and enrolling students is an important factor in their selection of a college. Students regard the communities around the Homewood campus less favorably than the settings of competitor universities.



Georgetown University

FIGURE 1: Admitted-Student Questionnaire: Ratings of College Characteristics vs. Yield



This figure juxtaposes the yield (percentage of those admitted to Johns Hopkins who enroll) with their ratings of the campus and campus surroundings. For example, for students who rate the university surroundings “excellent,” the yield is twice the overall yield rate. However, for students who rate the surroundings “poor/fair,” the yield drops significantly.

“Recruiting faculty and staff to the Homewood campus is made more difficult by the perceptions and realities of the surrounding communities and the city as a whole.”

–JHU HR representative

It appears that prospective students (and parents) are influenced by the general reputation of Baltimore. Simply taking a less direct route to campus can confirm that blight, crime, and disinvestment, while not at Hopkins’ doorstep, are affecting neighborhoods in which students live, work, and travel. Strengthening the communities immediately surrounding the Homewood campus will have a powerful, counterinfluence on the negative imagery of Baltimore, leading to a positive impact on student recruitment and retention.

c. Keeping Up with the Joneses

In March 2010, the Nelson A. Rockefeller Institute of Government at the University of Albany published a comprehensive report on best practices of anchor institutions across the country. Trinity College in Hartford, Conn., for example, has invested more than \$7 million of its endowment in neighborhood revitalization within a 15-square-block area of the campus; the effort is projected to generate more than \$100 million in new construction. The Duke-Durham Neighborhood Partnership Initiative has invested more than \$2 million in an affordable housing loan fund to promote home ownership and community stabilization. The University of Southern California has instituted a program to increase employment from neighborhoods immediately surrounding its campus.

In 2007, former University of Pennsylvania President Judith Rodin wrote *The University and Urban Revival*, an account of the University of Pennsylvania’s seminal West Philadelphia Initiative, a multifaceted strategy that tapped Penn’s considerable financial and human resources (including its endowment) to transform University City into a safe, thriving, and economically and ethnically diverse urban center. Rodin makes a compelling case for aggressive intervention and calculated financial risk-taking in the housing, retail, and education sectors. Today, houses in the Penn Alexander public school catchment area sell for an average of \$100,000 more than the same houses across the line.

More broadly, Rodin argues that civic engagement and community development are natural extensions of the university’s mission. She writes, “The willingness of universities and their neighbors to participate in the conversations of democracy—something that is rarely smooth and rarely easy—is the only way to gain the long-term benefits of mutual trust and understanding. How a university performs this civic role serves as an example to its students.

d. The JHU Mission

The Johns Hopkins University opened in 1876 with the inauguration of its first president, Daniel Coit Gilman. “What are we aiming at?” Gilman asked in his installation address. “The encouragement of research...and the advancement of individual scholars, who by their excellence will advance the sciences they pursue, and the society where they dwell.”

Over 130 years later, this mission of JHU continues: to educate its students and cultivate their capacity for lifelong learning, to foster independent and original research, and to bring the benefits of discovery to the world. This is exemplified in the university’s growing support and robust array of student-based community service and civic engagement activities, a resource that is increasingly central to student interests and JHU’s operations.

2. The Case for Action: The Community

The HCPI area is blessed with a wide variety of strong organizations with capable leadership. Community leaders from neighborhood associations, nonprofits, local businesses, and other institutions came to the HCPI process with a long history and considerable success in addressing the same needs identified in the JHU HCPI opening statement. They not only appreciated the capabilities JHU would bring to a collaborative endeavor but eagerly encouraged the leadership at the Homewood campus to go beyond its widely perceived insularity. They were quick to identify important strengths and existing programs within the community that could profit from a stronger partnership with JHU and other anchor institutions but realistic in acknowledging the challenges faced by the neighborhoods of HCPI. Most importantly, they wanted JHU to recognize the capability of local organizations and leadership and join to help expand existing efforts. They also described many clear visions and good plans that were languishing for lack of resources and the kind of political will that collaboration with JHU could engender. If JHU needs the community to succeed as a university, the community needs the success of JHU and its expanded community involvement just as much. The HCPI community is both challenged and promising, an area of the city at the tipping point. Building immediately on assets and capturing the momentum are critical to tipping it in the direction of a positive and sustainable future.

a. Neighborhood Characteristics

FIGURE 2: 2010 Neighborhood Size in HCPI

Neighborhood	Population	Occupied housing units
Abell	889	440
Barclay	2,181	955
Charles North	1,059	716
Charles Village	8,906	3,725
Greenmount West	1,339	570
Harwood	1,575	570
Oakenshawe	1,444	505
Old Goucher	1,046	405
Remington	2,458	1,072
Wyman Park	1,141	610
HCPI Focus Area	21,738	9,568

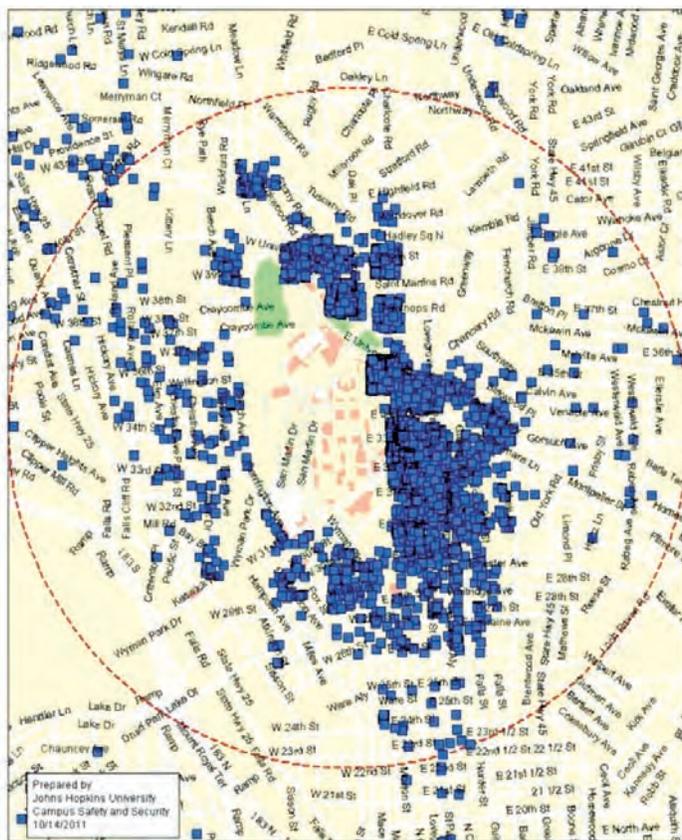
SOURCE: Baltimore City Planning Department; U.S. Census;
Does not include JHU Homewood campus

The HCPI area is composed of 10 official neighborhoods and the part of the Greenmount Avenue retail strip that is in the Waverly Main Street program, collectively referred to in this report as “11 neighborhoods.” Figure 2 shows the population and number of occupied housing units in each of the 10 official neighborhoods. Collectively those 10 neighborhoods have a population of 21,756, 46.2 percent white and 33.4 percent African American. The percentage of African Americans in the HCPI population is substantially below that of the city

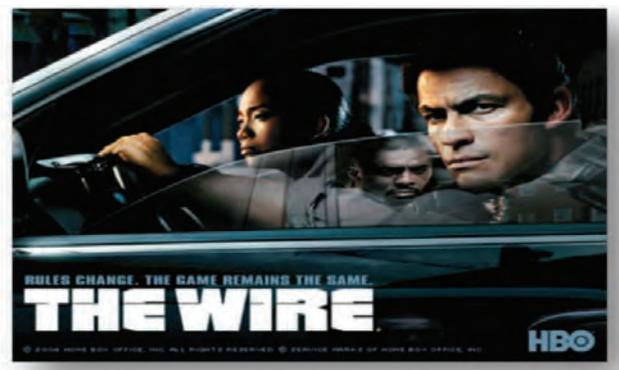
(63.74 percent) but comparable to that of the region (28.7 percent). Household income at \$43,474 is 12 percent higher than that of the city's \$38,738, but well below that of the Metro region's \$65,266. The gap between the HCPI area and the Metro region is less when viewed in terms of per capita income: \$24,087 HCPI versus \$32,787 Metro. In the 2000–2010 decade recorded by the U.S. Census, there was a population profile shift so that at the end, the HCPI area had a larger percentage of 18- to 34-year-olds, and a smaller percentage of 35- to 44-year-olds and people over 65. The proportion of the population younger than 17 also declined significantly. However, the HCPI population is far more educated than the city's as a whole and almost comparable with the region's, with 48 percent of the HCPI population having a bachelor's or postgraduate degree compared to 52 percent in the region but only 34 percent in the city.

1) **Public Safety.** Statistically, Baltimore is a violent place compared to cities in which our competition is located, though the vast majority of the crime is drug- and gang-related and concentrated in areas away from the Homewood campus. Moreover, the violence is rarely random; most of the perpetrators and their victims have extensive criminal records. Nevertheless, Baltimore City is the third most violent city in America, behind Detroit and Memphis (FBI Uniform Crime Reports, 2011; see also fig. 4). Although there has been no quantitative research on the subject, human resource professionals report that recruiting professionals to Baltimore City is made more challenging because of the city's high crime reputation, fueled, in part, by the HBO drama *The Wire*.

FIGURE 3:
All Residents 2011–12 School Year



Source: JHU Security, 2012



Source: Home Box Office, Inc.

Off-campus crime is a major concern for most college and university students, parents, staff, and faculty, especially in large urban areas. Johns Hopkins is no exception. Crime is one of the most serious external threats to the university's financial performance. The neighborhoods around the Homewood campus present a mixed picture. Data for 2009 and half of 2010 show that violent crime rates in four of the neighborhoods—Harwood, Charles Village, Remington, and Barclay—are below the Baltimore City average, while Abell, Greenmount West, and especially Charles North have higher rates. The aggregate crime rate for 2011 in the HCPI neighborhoods exceeds the citywide rate in five out of eight categories, including robbery, shootings, and rape.

FIGURE 4:

Host Cities for Universities Comparable to JHU

City	Violent Crime	Property Crime
Baltimore	10	6
Princeton	2	1
Providence	6	6
New Haven	6	6
Philadelphia	9	6
New York	6	3
St. Louis	10	10
Washington DC	9	6

FIGURE 5: HCPI Crime vs. City, 2011

Crime	HCPI Crimes	Crimes per 100,000	
	2011	HCPI 2011	City 2011
Homicide	7	32	32
Rape	13	41	47
Robbery	172	754	622
Aggravated assault	166	947	820
Burglary	338	1,581	1,408
Larceny total	795	3,999	2,781
Auto theft	137	552	681
Arson	4	51	48
Total Part 1	1,632	7,956	6,438

Subcategories			
Shooting (AgAs)	17	32	61
Larceny other	444	1,848	1,608
Larceny from auto	351	2,151	1,174

SOURCE: Baltimore City Police Dept. Victim Based Crime Reporting

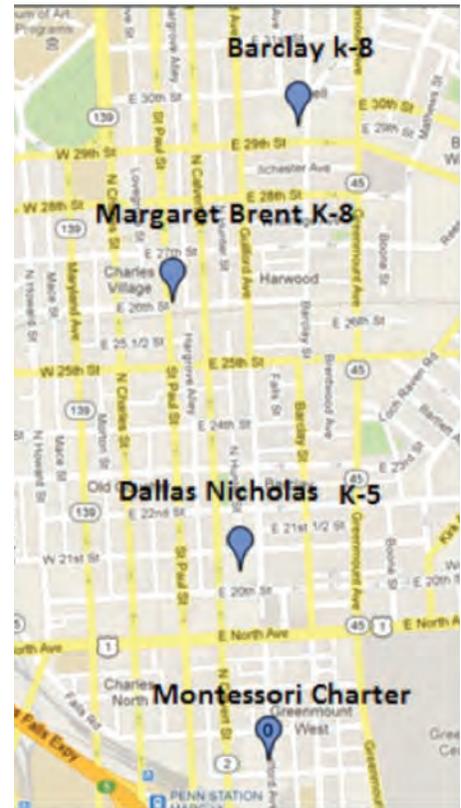
2) **Public Schools.** The quality of local schools plays an important role in home-buying and home-selling decisions by families with school-aged children, and their willingness to live near campus. A 2000 survey by the Philadelphia City Planning Commission found that the presence of good schools was the third most salient neighborhood characteristic for both buyers and sellers between ages 25 and 44 with children. The Philadelphia-based Reinvestment Fund examined the influence of elementary school quality (measured by standardized test score results) on home sales prices within the city of Philadelphia's elementary school catchment areas. The study found that elementary school test scores play a significant role in the prediction of sales price, even after controlling for neighborhood and individual home conditions. Improving school quality is a good way to create more desirable neighborhoods.

Adequate yearly progress is the gain that schools, school systems, and states must make each year in the proportion of students achieving proficiency in reading and math. AYP replaces the School Performance Index as the method by which Maryland tracks academic progress and makes accountability decisions.

To make AYP, schools and school systems must meet the annual measurable objective in reading and mathematics for students in the aggregate and for each student subgroup; in graduation rate for high school students or in attendance for elementary and middle school for students in the aggregate; and in the testing participation requirement of 95 percent.

Neither Barclay, Margaret Brent, nor Dallas Nicholas met AYP in 2011.

**FIGURE 6:
Public Schools in the HCPI Area**



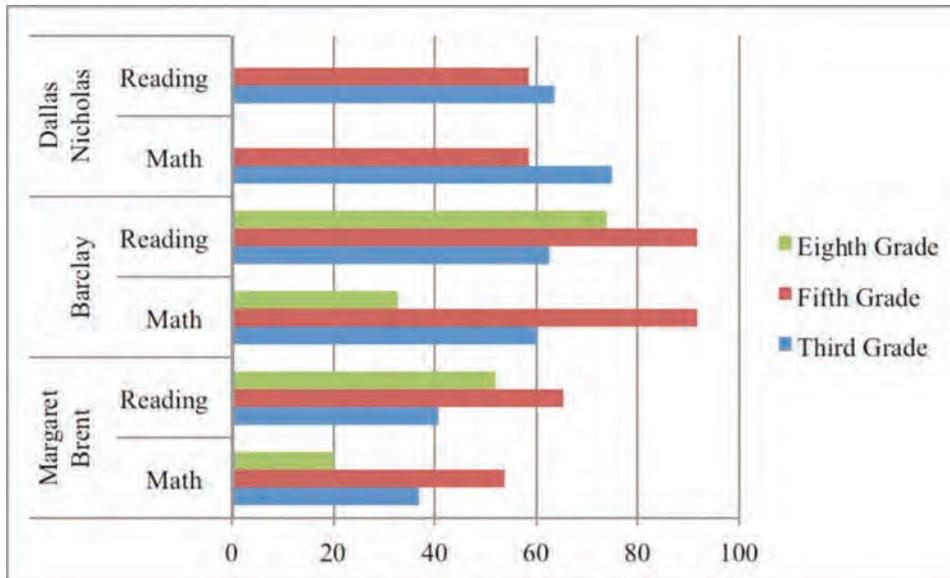
Source: Google Maps

FIGURE 7: Annual Yearly Progress: Barclay, Margaret Brent, Dallas Nicholas Composite

	Reading Percent Proficient >	Reading Participation Rate >	Mathematics Percent Proficient >	Mathematics Participation Rate >
2011 AYP: Not Met				
All Students	Not Met	Met	Not Met	Met
American Indian or Alaska Native	*	*	*	*
Asian	*	*	*	*
Black or African American	Not Met	Met	Not Met	Met

Source: Maryland State Department of Education, Adequate Yearly Progress, 2011

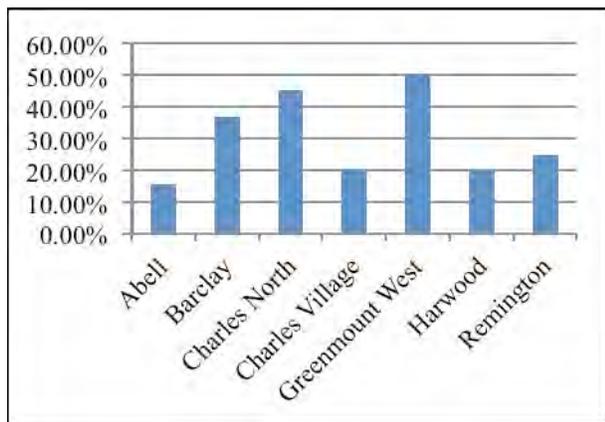
FIGURE 8: Percentage of Students Proficient or Advanced on 2011 MSA



Source: Maryland Report Card

3) **Poverty Rate, Home Values, and Employment.** In 2000, poverty rates in Remington, Charles North, Barclay, and Greenmount West averaged almost 40 percent, compared to a 20 percent rate in Charles Village and a citywide rate of 19 percent. On average, houses in Barclay, Harwood, and Remington sell for less than half the price of a Charles Village home.

FIGURE 9: Poverty Rate—Year 2000



In Greenmount West and Charles North, the two neighborhoods for which we have fine-grained data, low educational attainment levels are reflected in the high percentage (58.2 percent) of residents who are not in the labor force, i.e., not employed and not looking for work. Of those in the labor force, 22 percent were unemployed in 2007, compared with a city unemployment rate of 19.9 percent. Significant percentages of employed residents (949) of the target area work in low-wage industries such as health care and social administration, accommodation and food services, and retail trade. Over half of the residents in Greenmount West and Charles North have not completed high school. Low educational attainment levels are reflected in the nearly 60 percent of residents who are not in the labor force; 21 percent of those 16 and over are not in the labor force.

Not only is there considerable divergence in economic and employment conditions among neighborhoods, but even within neighborhoods, there is a wide range of income. Figure 10 shows the differences between a sample of U.S. Census Block Groups (the smallest statistical area possible) and illustrates that there are obviously high-income individuals living near families in poverty, even considering that some of the low-income statistics are affected by a concentration of students. It also shows that the per capita income of a block group is not a good indicator of the condition of everyone as some block groups with a high per capita income also have a high percentage of families in poverty.

**FIGURE 10:
Sample of Income in Divergent Block Groups in HCPI 2005–2009**

Neighborhood	Census tract	Block group	Estimated per capita income (\$)	% families in poverty
Abell	1202	2	30,616	0.0
Barclay	1204	2	14,581	81.2
Charles North	1206	3	15,418	58.0
Harwood	904	2	13,617	27.2
Harwood	1203	2	24,299	8.8
Oakenshawe	1202	1	43,773	16.6
Remington	1207	3	16,327	5.1
Remington	1207	2	47,495	27.5
Wyman Park	1307	2	26,653	28.3

Source: US Census 2010, Policy Map

4) **Housing Code Violations and Vacant Houses.** Housing code violations are another measure of absentee ownership and disinvestment. On a per household basis, the rate of housing code citations issued in Barclay, Harwood, Charles North, Greenmount West, and Remington is more than five times greater than in Charles Village. There are 555 vacant houses throughout the focus area with Barclay and Greenmount West having the highest concentrations.

b. Success and Momentum

Notwithstanding the challenges depicted by the statistics above, the HCPI area has great strengths. The preconditions for major development are in place and ready to build on:

1) Market competitiveness:

- a) the area has a clear competitive advantage in central location, transit service, multiuniversity affiliation and arts-based attractions;
- b) the area is already one of the most successful areas for attracting the 25- to 40-year-old demographic, those in the decision-making stage of their lives;
- c) housing stock and developable land are available without any risk of displacement or cost of relocation;
- d) a strong market exists north and south of the area;
- e) the area has a demographic profile more like the region as a whole, more comfortable to potential residents from the region as a whole;

- f) the HCPI neighborhoods boast a positive internal perception and strong promoters among some of the most influential leaders in the region;
 - g) there is ample historic and attractive housing stock; and,
 - h) the area teems with diverse and accessible cultural, artistic, entertainment, and educational opportunities, including those offered by the three institutions of higher education.
- 2) Political and social infrastructure:
- a) strong neighborhood organizations and vigorous community leadership;
 - b) positive perception of JHU (and other anchors);
 - c) a collaborative spirit among private businesses, most major property owners, nonprofit institutions;
 - d) the Central Baltimore Partnership, already joining together major collaborators, a unique multi-university combination; and,
 - e) a unique partnership of city, neighborhoods, nonprofits, major institutions, and private business.
- 3) Strategic framework:
- a) market-oriented development strategies in place;
 - b) strong consensus behind the neighborhood plans;
 - c) general support from elected officials on which to build; and,
 - d) while percentages can be daunting, the absolute numbers in any deficit category are “manageable” (e.g., 19 percent unemployment is only 880 people looking for work).
- 4) Momentum:
- a) 1,300 housing units, most in scattered sites, rehabilitated or newly constructed 2005–2010;
 - b) \$440 million in 15 significant projects completed or begun 2007–2011;
 - c) the worst assisted housing projects have already been demolished or rehabbed, replacing them with mixed income development; and,
 - d) school partnerships for building resources and quality.

c. Potential Partners

- 1) neighborhood associations and community organizations;
- 2) community-based organizations—Greater Homewood Community Corp., Charles Village Community Benefits District, Waverly Main Street, Central Baltimore Partnership, Jubilee Baltimore, Village Learning Place, Charles Village Foundation;
- 3) institutions—Maryland Institute College of Art, University of Baltimore, Union Memorial Hospital, Baltimore Museum of Art, Amtrak;
- 4) existing larger businesses—Seawall Development Corp., Anderson Automotive Group, FutureCare Health and Management Corporation, Telesis Corp., Harbor East Development Group;
- 5) financial—PNC Bank, TRF, MD Capital (micro enterprise lending);
- 6) strategic property and business owners;
- 7) city, state, federal;
- 8) potential for new business investors.

The Homewood Community Partners Initiative Process

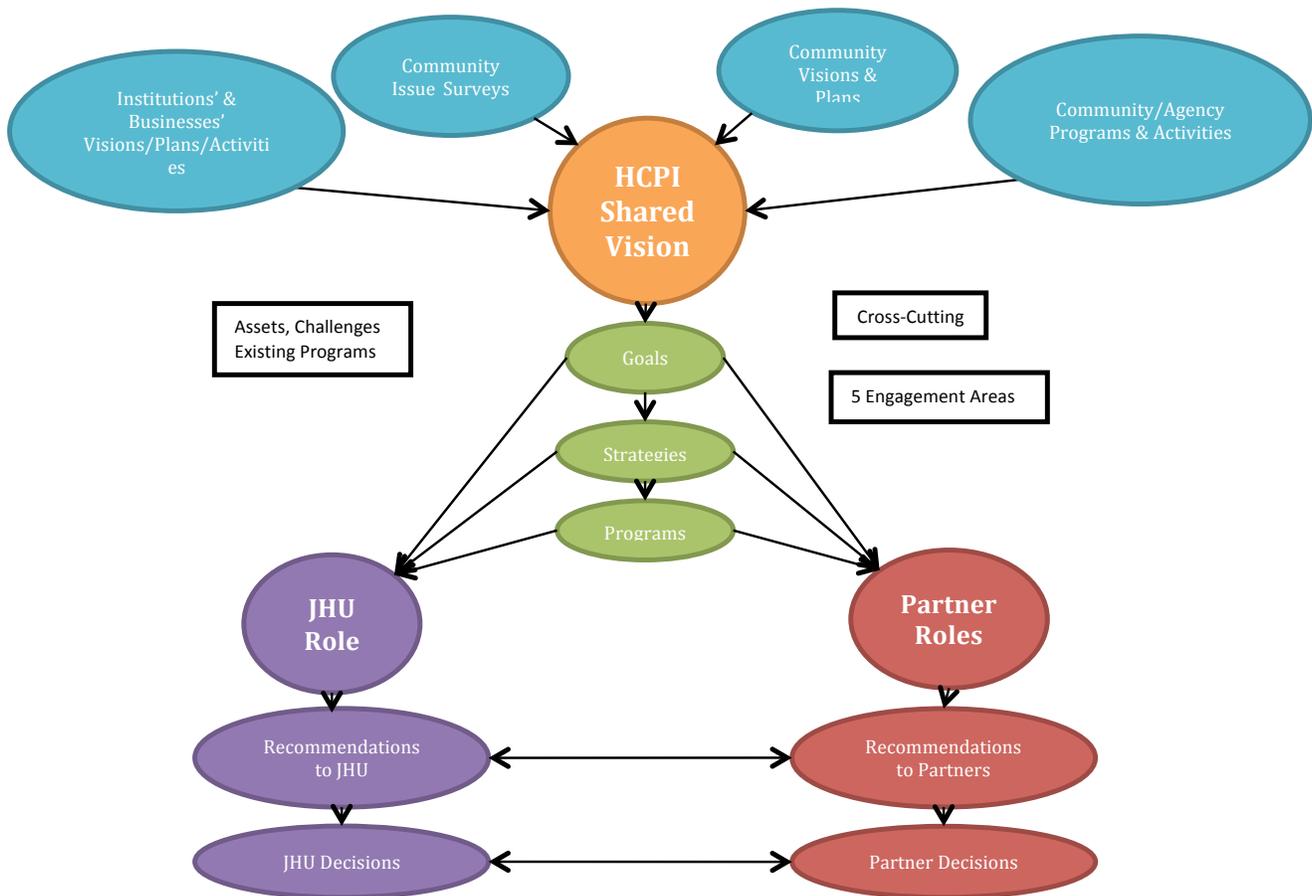
The HCPI planning process began with the quiet circulation during the summer of 2011 by JHU of the one-page description of the Homewood Community Partners Initiative (see appendix). In midsummer, JHU staff began drafting an RFP and consulting with local leaders on the process of hiring a national consultant to advise JHU on “a small set of programs and investments” to implement HCPI in the 11 named neighborhoods in the five program areas. Based on feedback and their own experience, JHU staff ultimately decided to retain Joseph McNeely, who brought national expertise in neighborhood revitalization and who was and is working in the HCPI area through his role as executive director of the Central Baltimore Partnership (CBP). McNeely had extensive knowledge of the HCPI communities and relationships of trust with many of the key constituencies and potential partners, including anchor institutions in the HCPI area.

While everyone involved recognized the potential of his dual role, JHU wanted some separation. The leadership of the CBP agreed to release part of McNeely’s time for seven months, and JHU secured his services through McNeely Legal Services, PC, McNeely’s independent, sole proprietorship. The formal consultation began in mid-October 2011. McNeely engaged Kelsey Addy, who had just completed two years with the CBP as a National Service Corps/Public Ally. McNeely also procured from CBP a small amount of time for the services of CBP’s community planner and administrative assistant.

The original plan of the consultation was to begin and finish it between September and the end of the year. The calendar was ultimately adjusted to accommodate a later start, the holidays, and the completion of two other JHU consultations with related conclusions, one on student housing and the other on commercial development potential, particularly of the JHU E. 33rd and St. Paul streets lot.

As illustrated in figure 11, McNeely and Addy began an extensive series of interviews (over 100) with community leaders and stakeholders; meetings with the board or membership of related organizations (20 meetings with over 100 participants); issue surveys; collection of plans and documentation; census and other data analysis; and further review of the literature on community engagement by universities. They reached neighborhood associations; other community-based organizations; public, nonprofit, and private agencies and institutions; local property owners and businesses; and JHU leadership in both the administrative and academic domains.

FIGURE 11: The HCPI Process



Recognizing from early interviews and meetings the need to elevate the local discussion to encompass national best practices of university engagement in community development, McNeely and his associates convened and JHU sponsored a full-day workshop on the first Saturday in January 2012. President Daniels presented his and the JHU trustees' rationale for expanding the university's community engagement and his vision for the HCPI area. Speakers from Chicago, New Haven, Philadelphia, Indianapolis, and Chester, Pa., reviewed the scope of community-university partnerships across the country; discussed specific case studies on housing, public education, commercial development, and quality of life; and helped more than 100 local participants brainstorm options for HCPI.

McNeely and his associates also convened two sets of meetings unique to the HCPI. One series brought together leaders of all the neighborhood associations in the HCPI area to review existing formula plans which already had been adopted or were under way throughout the neighborhoods and to identify those that overlapped neighborhood boundaries or were mutually important. The participants began weaving individual plans into a coherent "overlay," presenting the HCPI area as a whole and demonstrating commonalities and synergy. This report's community inventory of assets, existing programs, and challenges for HCPI grew out of these meetings.

A second series of meetings followed the first, incorporating some of the same leaders and plans but adding a broad cross section of community stakeholders in order to articulate a vision for the HCPI area shared by JHU and the community, broadly defined. Participants were representatives of potential institutional partners and stakeholders, private businesses and property owners, neighborhood associations and community groups, nonprofits with a direct connection to the HCPI program areas, and JHU representatives of both the academic and administrative spheres. This series included two more general meetings following the January workshop, open to all who had participated in or had been invited to that workshop, roughly 150 leaders. The second series also included three meetings of an advisory group to provide more fine-grained and in-depth advice on the strategies and programs being derived as a method of reaching the HCPI shared vision. The 16-member advisory group included several JHU staff and leaders from a cross section of neighborhood associations, potential partner institutions, provider nonprofits, and the city administration. Each component of this report was reviewed both by the general meeting and in greater detail by the advisory group. The collection of program recommendations represents a consensus of the advisory group. As shown in figure 11, the process then moved to defining the JHU role and the partners' roles and making specific recommendations to both groups. This report captures the JHU role and recommendations; the work with other potential partners is ongoing. The highly participatory process yielded not only a powerful set of recommendations but a broad constituency of champions for HCPI and its program recommendations.

A Shared Vision of the Area of the Homewood Community Partners Initiative (HCPI)

Successful neighborhoods that are attractive, healthy, and exciting!

- Abell • Barclay • Charles North • Charles Village • Greenmount West • Harwood •
- Oakenshawe • Old Goucher • Remington • Wyman Park • Waverly Main Street •

Vibrant Urban Center

- A growing, diverse community with 3,000 net more households than in 2012 by building new, high-density, mixed-use development where appropriate and desired and by strengthening low-density neighborhoods and promoting increased homeownership •
 - Exciting and accessible retail •
- Thriving arts and entertainment venues and cultural institutions attracting residents and visitors from across the region •
 - Employment and business opportunities for residents •
 - Nurturing environment for entrepreneurs, artists, and young professionals •
 - Inviting location for business and investment •

Livable Communities

- A strong residential real estate market in all HCPI neighborhoods, offering a variety of housing options while preserving the existing number of affordable units •
- Attractive amenities that support a high quality of life, including a pedestrian- and bike-friendly environment, safety, beautiful surroundings, open space, clean public spaces, and calm traffic •
 - High-quality attractive public schools to which all families want to send their children •
- Reliable and attractive public transit to employment, recreation, and cultural and commercial centers •

Collaborative Stakeholders

- Active neighborhood, business, and other civic organizations that build leadership; engage all residents, businesses, institutions, and stakeholders; and foster collaboration to achieve the shared vision of the HCPI area •
 - Both area residents and universities make full use of the resources offered by the universities and the neighborhoods •

Program Recommendations

To achieve the shared vision—taking the HCPI community from present conditions to an economically sustainable future—a significant, sustained, and collaborative investment in a comprehensive, integrated agenda is needed. The set of strategies and programs presented below comprises a roadmap for a set of collaborating organizations embarking on a decades-long agenda together. They do not constitute a plan to be slavishly followed but rather a direction and approach for achieving an end, the path to which is constantly being modified by external conditions and the impact of activities the collaborators undertake. Indeed, many of the potential collaborators have already been working together, and their previous efforts have shaped this roadmap. The HCPI vision, strategies, and programs constitute a call to action for successive waves of commitment and activity rather than a big promise or a grand scheme for instant transformation. JHU and other collaborators need to regularly review and revise the array of programs and even the strategies. It is less a process of controlled research than a repeating sequence of action, reflection, and refined action. Once begun, however, it is critical to sustain momentum even while refining the roadmap.

The core dynamic of this roadmap is to build on assets and strengthen the market forces necessary to make reinvestment, the housing market, and retail development sustainable. It is a path of revitalization and stimulation rather than redevelopment. It will require the combined effort of collaborators from anchor institutions, private business, the development community, nonprofits, neighborhood associations, and all levels of government. Ultimately, however, the heart of the matter is a robust private sector providing housing, goods, and services, with government and institutions supporting that vigor and providing resources and services that sustain a quality of life in the public sphere.

The HCPI vision and agenda, therefore, are an invitation to join a broad collaboration. It is a call to action that requires a quantum leap from the momentum already begun. It is a project in which JHU plays an important role but is not the sole actor. There are times when JHU will be the initiating or lead collaborator; others when it joins efforts already under way. Occasionally JHU may be the sole or major force. In some instances, the university may serve as the convener or facilitator rather than the implementer.

The HCPI focuses on four principal, interrelated elements: safety and quality of life, housing, public education, and commercial retail development. These are supported and enhanced by the fifth, the power of local purchasing and hiring by JHU, and an associated commitment to maximizing the use of locally based businesses with a focus on minority- and women-owned contractors. The argument as to which element has priority is endless; all five are necessary and become a virtuous interdependent cycle of sustainable development. Underlying the whole cycle is the energy provided by an engaged and capable community: residents, neighborhood organizations, nonprofits, businesses, universities, and other anchor institutions working collaboratively with each other and the agencies of local and state government. It is important, first, that this plan demonstrate how the summation of the parts of the HCPI is more than a collection of independent actions and, second, that it highlight the overarching and common elements among the HCPI participants and the initiatives themselves.

SECTION 1. Cross-Cutting Programs

This section includes overarching program proposals that serve all of the HCPI's four focus areas. In one sense, the rationale for these proposals will be better understood after the subsequent sections on each of the five elements are reviewed; in another sense, each proposal needs to stand first so that the subsequent sections can refer to them.

Analysis

The overall strategy ought to focus on the big opportunities, building from strength in capturing the momentum under way to change both the perception and the investment dynamics in the HCPI area. The big goal, and the key to changing the fortunes of the area, is to significantly and rapidly grow the population. The area has been successfully attracting the key demographic, young people in their 20s and 30s. Large, vacant development sites and underutilized commercial properties offer an immediate opportunity for large-scale development targeted to that group. Figure 12 shows the projection of potential development drafted by the Central Baltimore Partnership's Housing Task Force. The transit-oriented development possibilities around Penn Station and the density of mass transit, both public and private, are perfect for an environmentally conscious segment of the population that wants to be free of automobile ownership. The area is already one of the most walkable communities in any city. Add in, for both atmosphere and growth, the universities and a nationally recognized arts district, and the potential for large-scale real estate development, particularly rental, should follow.

**Figure 12:
Estimated 10-Year Development Potential**

Neighborhood	Potential units
Charles North	1,000
Greenmount West	500
Barclay	295
Old Goucher	199
Remington	161
Charles Village	200
Harwood	75
TOTAL	2,430

Unfortunately the national real estate market is retarding development, but there are also characteristics unique to HCPI that could hold back rapid progress. There is deep skepticism in the local development community and among conventional lenders about dense development in this area, however much it is appreciated by those from outside the city. While it may be the city's best opportunity for large-scale development outside of the waterfront, not enough energy is yet turning from waterfront sites, and this area has seen little dense development other than subsidized housing.

On the other hand, basic community visions and plans, conceptual project development, and an array of supporters and potential partners are already in place. There is some evidence that a strong market really is here: Two recent luxury rental projects, the Fitzgerald and the Land Bank Lofts, set records for the speed with which

they rented up. Incentives are needed to lure capable major developers to projects that will likely have long lead times and some financing gaps. There is also some difficulty in securing development sites from speculative owners and aggregating multiple ownership sites. The city administration is presently not in a position to address those financial needs.

While it is important to reinforce the row-house residential communities, promoting increased homeownership and encouraging the conversion of rental properties, the biggest impact on the area and the most immediate growth in population will come from big projects. Luckily, the neighborhoods with the most developable sites welcome high-density development.

During the time it will take to move big projects forward, some immediate high-profile activity could be targeted at continuing to change the perception of the area. The activities and venues of the Station North Arts and Entertainment District have attracted local, regional, and national publicity. The next step is to expand that beachhead beyond the bohemian image to attract a broader clientele.

Strategies

1. **Grow the Population.** Play a major role in the accomplishment of Mayor Stephanie Rawlings Blake's goal of increasing the population of the city by a net new 10,000 households in 10 years.
 - a. Increase the HCPI area population by 3,000 net new households and change the economic mix in an upward direction, growing the city, encouraging people to move to our neighborhoods.
 - b. Support high-density mixed-use development and market-rate rental housing in those neighborhoods that want it, balanced with stabilization and incremental growth in neighborhoods that call for modest density in their plans.
 - c. Maintain the existing number of housing units for people with lower incomes.
 - d. Exploit population growth as a generator of accessible and distinctive retail, environmental improvements to increase quality of life, and high-caliber public schools.
 - e. Promote and manage growth to foster a vibrant, attractive, and sustainable community.

The vision of a vibrant urban center with exciting retail and other amenities, including high-quality more-diverse public schools, requires a substantially larger and more affluent population in the HCPI area to drive and sustain improvements. The goal of 3,000 net new households, about a 30 percent increase, over 10 years is ambitious but achievable if some of the large-scale market-rate projects already identified are undertaken. At the same time, the lower-density row-house neighborhoods will continue to define and be the backbone of much of the HCPI area. Homeownership support and conversion of vacant properties and rundown rentals are critical. Programs to address those needs of row-house areas are no less important than the big new apartment projects; both types of housing reinforce each other.

2. **Partner with the City.** Collaborate with the city administration's strategy and become one of the 10 focused neighborhoods organized around anchors.
 - a. Model the relationship between the anchor and the city, possibly in the form of a contract that commits the anchor to certain activities and commits the city to direct resources, including regulatory, service, advocacy, and technical assistance, to the area.
 - b. Exploit the capability of The Johns Hopkins University as an anchor institution and the power of collaborations among public, private, community, and nonprofit organizations.

3. **Alleviate Hardship.** Alleviate hardship among low-income residents and others, and provide opportunities for economic self-sufficiency and educational success for all, implementing a comprehensive neighborhood revitalization strategy.
4. **Designate Station North for Substantial Government Support.** Make Station North a city priority area: Station North is one of the only neighborhoods in the city that wants increased density, which is the most likely method for significantly and quickly increasing population. The community is organized around a vision of mixed-use, high-density, transit-oriented development. Johns Hopkins and other partners should ask the city to make Station North a priority area and a high priority for state and federal funding.

Programs

1. **Development Fund.** Establish a substantial development fund to finance projects. A development fund would serve the purposes of both HCPI components for housing and commercial development. Funding here is highly leveraged by private financing of developments.
 - a. Provide predevelopment financing for strategic projects:
 - 1) Provide matching funds as an incentive for developers to attract them to major projects with long predevelopment periods.
 - 2) Assist nonprofits with significant arts and community improvement income-generating projects.
 - 3) Support small rehabbers converting vacant or rental row houses to homeownership in blocks of growing strength.
 - 4) Identify and support opportunities to leverage existing and planned capital projects that facilitate additional (large and small) capital investments in support of the HCPI vision.
 - b. Provide gap and takeout financing, even equity-like investments, for strategic projects.
 - c. Create a retail development fund (see Commercial Development section) for use in both comprehensive retail districts and occasional, critical, free-standing projects.
 - d. Consider return on investment rates below maximum potential to stimulate strategic uses of the fund.

Budget: \$10–15 million including retail development fund, likely leveraging \$100–200 million in private investment.

Recommendation to JHU: Commit or raise university resources for this purpose and use JHU contacts and influence to secure additional funding (see No. 4 below).
2. **Land Bank.** Create a new community-based, collaborative development entity to land bank property to preserve neighborhood stability and foster new strategic development in support of the HCPI vision. Land banking would serve the purposes of HCPI components for quality of life, housing, and commercial development. A significant portion of land-banking funds would be returned to the Land Bank fund, either as a periodic loan payment or as a return on investment when the property is transferred for future development. Some portion of the investment may, however, be converted to project funding and transferred to the development fund recommended above.
 - a. Acquire and aggregate potential development sites, especially those for market-rate rental, e.g., parking lots and service agency buildings in Old Goucher and the former Boulevard Theater.

- b. Acquire problem and nuisance properties, e.g., Uncle Lee's at Greenmount Avenue and E. 33rd Street and rental homes on E. University Parkway opposite Union Memorial.
- c. Acquire opportunity properties in accordance with community plans, e.g., State Building Number Three (aka Probation and Parole) in Barclay.
- d. Acquire problem properties either for university-related redevelopment or private redevelopment, asking the universities to be an early supporter and investor, and leveraging other funds.
- e. Acquire properties for public spaces and facilities.

Budget: \$10–15 million, with 80 percent of the fund revolving.

Recommendation to JHU: Identify parties with whom to partner to advance this objective. Commit or raise university resources for this purpose, and use JHU contacts and influence to secure additional funding (see No. 4 below).

3. **Neighborhood Improvement Fund.** Design and implement a significant Neighborhood Improvement Fund to provide matching resources for projects initiated and implemented by the community to strategically improve the quality of life, beauty, and attraction of the HCPI area. Such projects serve not only to raise the quality of life but also to enhance the marketability of housing, the improvement of retail districts and streetscape, and the quality of the environment around schools when deliberately connected to each other and to other revitalization strategies (e.g., retail development). They build community engagement at the grassroots level and offer opportunities for creating a critical mass and momentum of positive outcomes on a large scale.

Although a number of groups are working to improve the area's quality of life, adequate funding is lacking, and public resources have been cut back and are likely to be further reduced. This is an area where a consistent and synergistic approach is considered a best practice and most effective in making change. Quality-of-life projects have been shown to capture the vision and self-help energy of residents and stakeholders and turn their goals into short- or long-term achievable projects and programs linking physical and social planning. Projects may be small, largely self-help improvements or they may be significant works. These projects supplement, complete, and/or are closely linked to strategies and projects for investment and development, and foster collaboration between community, nonprofit, institutional, and public and private sectors. Together, they reinforce each other.

- a. Staffing for this fund would include both management and support for mobilizing community energy and resources as well as conducting an awards process.
- b. Major stakeholders would be involved in the decision making for two cycles of awards each year.
- c. These projects would have a broader purpose and this fund would be more flexible than the Block Projects in Healthy Neighborhoods (see Housing section).
- d. The contribution of the fund would be matched by other resources, with each dollar from the fund leveraging \$9.

Budget: \$625,000 (a) two projects/year @ average fund contribution of \$3,000 x 10 neighborhoods x 5 years = \$300,000; and (b) fund administration, management of the selection process, and neighborhood mobilizing support: \$65,000/year x five years = \$325,000.

Recommendation to JHU: Provide or lead collaborators in the solicitation and fundraising for the fund.

4. **City and State Support.** With partners secure a commitment of substantial city, state, and federal resources for designated community improvements that support major new mixed-use residential and commercial development, a comprehensive community revitalization plan, equity for existing residents and quality-of-life improvements, including public education and public safety.

a. The area most likely to appeal for this kind of commitment is Station North, which now includes the neighborhoods of Charles North and Greenmount West and, in the near future, may include Old Goucher and Barclay.

- 1) Those neighborhoods welcome major development, including high-density mixed-use development.
- 2) Those neighborhoods have the best vacant sites for transit-oriented development attractive to private developers.
- 3) Those neighborhoods have community-driven plans in place with existing commitments that already are creating momentum.

b. Another 2,000 units of market-rate housing in Station North will drive the kind of retail that residents of all HCPI neighborhoods want, including stores that offer products we don't now have, such as a good furnishings and furniture store, like the one in Harbor East.

c. Public resources would be used for public improvements as well as acquisition through the recommended Land Bank and predevelopment financing through the Development Fund.

d. The city administration would continue and expand its commitment to the application of code enforcement, enhanced sanitation, and police services, and the improved maintenance of public spaces.

Budget: Detailing a plan and creating presentation material: \$50,000. There are no direct financial costs attached to advocacy with the state and city, but considerable political capital. The government commitment ought to be \$5 million a year over 10 years for a total of \$50 million.

Recommendation to JHU: Join with others in a broad collaborative, like the Central Baltimore Partnership, to advance this agenda with the city and state. Contribute to or fund the detailed planning.

5. **Workforce Pipeline.** Sustain a workforce pipeline program to provide area residents with access to jobs created through HCPI and other Central Baltimore programs, as well as jobs throughout the region. This proposal is crucial to the success of local hiring and purchasing policies of anchor institutions, including JHU, and is an essential and overarching component of equitable development. The elements of a workforce pipeline include:

a. Workforce development

- 1) Base initiatives on detailed analysis of the potential workforce's characteristics and challenges and best practices for meeting them.
- 2) Support the health of key workforce services providers through advocacy and funding.
- 3) Strengthen and ensure the institutionalization of the workforce pipeline at Greater Homewood Community Corporation (GHCC) as the hub of workforce development in the HCPI area. The GHCC pipeline delivers or enlists partners for

a) outreach, which is critically important given the high number of residents who are not working and not looking for work.

i) Enlist community partners to expand outreach to their out-of-the-workforce neighbors.

- ii) Build awareness of GHCC's Workforce Wednesdays:
 - b) Intake: initial assessment work readiness and needs.
 - c) Build the capacity for case management, a critical step, given the fragmented nature of the workforce development provider community.
 - d) Work with EBDI/MOED on assessment, the formal determination of work readiness, identification of barriers.
 - e) Address barriers to work, including literacy and numeracy, financial literacy, substance abuse, criminal record, transportation, child care.
- 4) Concentrate GHCC's Adult Literacy program outreach on areas where residents have less than a ninth-grade education. These include areas within Charles Village, Barclay, Charles North, Wyman Park, Greenmount West, and Remington.
- 5) Collaborate with America Works, Maryland Re-Entry Partnership (Catholic Charities), Project Serve, Jericho–Episcopal Community Services of Maryland (re-entry), Living Classrooms, and others to help residents with substance abuse and/or criminal records to make successful connections with the labor market.
- 6) Work with East Baltimore Development Inc.'s cadre of workforce partners to augment GHCC's emerging set of partners with those that address other barriers to work, including the CASH Campaign for financial literacy and Vehicles for Change.
- 7) Enhance the job readiness of HCPI residents.
 - a) Collaborate with workforce partners that specialize in work readiness ("soft skills"), including the Caroline Center, Center for Urban Families, Christopher Place (Catholic Charities) for formerly homeless men, Humanim, and Suited to Succeed, Success in Style.
 - b) Make interns more attractive to local employers by providing or collaborating in the provision of workplace readiness for summer and school-year interns.
- 8) Utilize skills-training partners, including the Job Opportunities Task Force (construction), Baltimore Alliance for Careers in Health Care (BACH), Baltimore City Community College (training for many occupations), BioStart–Maryland Biotechnical Institute (laboratory assistants), Baltimore City Community College (multiple industries), Civic Works, Jump Start–Job Opportunities Task Force (construction), Maryland New Directions, Mayor's Office of Employment Development (MOED), and People's Homesteading Group.
- 9) Explore linkages to job opportunities and job placement for work-ready individuals of all skill levels through the efforts of GHCC's new job broker.
- 10) Focus on job retention and advancement.
- 11) Certify the training and report results.
- b. Child care

Through the HCPI initiative, enhance the availability of high-quality, affordable child care that enables parents and/or other primary caregivers to work.

c. Transportation

Coordinate with HCPI transportation initiatives to ensure that HCPI residents without cars can reach job opportunities.

d. Skill matching

Devise new or improve existing mechanisms for matching HCPI higher-skill job seekers with demand for their talents.

e. Accountability

Build in accountability by adopting systems to track residents who receive services and their progress, and to acknowledge the providers that contributed to successful results.

Budget: \$240,000. The Baltimore Integration Partnership is currently funding the workforce pipeline for Central Baltimore with three components: coordination and outreach through the Greater Homewood Community Corporation and the Central Baltimore Partnership; employment screening, career counseling, and referral to training by the Mayor's Office of Employment Development (MOED); and job development and job placement by MOED. As part of their development costs, significant new projects are to be asked to contribute to one or both of the MOED components, and some have already committed to do so. The outreach, coaching, and referral for removing barriers to employment or training, and coordination of the whole system have no source of funding beyond 2013. This component for 2014–17 is estimated at \$60,000 a year, or \$240,000 total, based on current experience and some expansion for the additional area.

Recommendation to JHU: Given its commitment to local hiring, JHU should contribute to the overall budget; participate in governance and implementation, especially coordination with JHU employment opportunities; and lead a collaboration of partners to arrange full funding and evaluation of the pipeline systems. JHU should also look to identify employment opportunities for HCPI residents among its contractors and subcontractors.

SECTION 2. Quality of Life: Transit, Safety & Sanitation, Recreation & Open Space

COMMUNITY INVENTORY

Assets

- High involvement of neighborhood associations & other stakeholders

Transit:

- Major north-south, east-west MTA bus routes
- Walkable
- Guilford Ave Bike Blvd.
- Charm City Circulator – Purple Route (expanding)
- Penn Station (MARC, Amtrak, Light Rail)
- Jones Falls Bike Trail
- Johns Hopkins Medical Institute & Collegetown Shuttles
- BoltBus
- Zipcar (growing)

Safety & Sanitation:

- Charles Village lighting survey
- JHU Security Patrol

Recreation & Open Space:

- Wyman Park Dell
- Wyman Park
- 33rd Street greenway
- 4 community gardens
- Pocket parks
- 2 rec centers
- Abell open space
- Jones Falls Trail
- Educational, recreational, and cultural events on JHU campuses
- Variety of arts, entertainment and cultural activities and artist live/work spaces
- Baltimore Museum of Art
- Close proximity to Druid Hill Park
- Stony Run walking path

Existing Programs

- Charles Village Community Benefits District: community safety & sanitation services with a community safety program coordinator
- Midtown Community Benefits District: clean & green teams, safety services
- Greater Homewood Community Corp.: neighborhood leadership, code enforcement, Waverly Commons; Barclay rec center
- Central Baltimore Partnership: safety and code enforcement task forces
- Waverly Main Street
- JHU, UB, MICA, Amtrak security patrols
- JHU Center for Social Concern
- Baltimore City Adopt-a-Lot
- Baltimore City Power in Dirt
- People's Homesteading Group: greening & safety
- Waverly Main Street: streetscaping
- Friends of Wyman Park Dell
- Friends of Stony Run
- Mural initiatives in Charles Village, Waverly, Station North

Challenges

Transit:

- Pedestrian & bicyclist safety: crossing, lighting
- Streetscaping gaps
- One-way traffic corridors
- No JHU Shuttle stop between North & 25th St.
- Guilford Ave. Bike Blvd inadequate
- Lack of signage
- Poor gateways to neighborhoods & JHU
- Grimy sidewalks
- Loitering
- Public transportation performance

Safety & Sanitation:

- Underpatrolled hotspot areas
- Littering & street trash
- Trash can gaps in all neighborhoods
- Perception & hotspots of high crime
- Illegal dumping hotspots
- Funding for full CVCBD programs
- Not all areas are covered by a Benefits District
- Probation & Parole
- Crime: auto thefts, prostitution, burglary & robbery, murders

Recreation & Open Space:

- Inadequate green space in southern end of HCPI area
- Not enough funding to fully redesign Waverly Library
- Recreation Centers inadequate– funding & programming
- Inadequate large community meeting space
- JHU events & venues are hard to access

Analysis

Healthy, attractive middle-class neighborhoods have parks and recreation, personal security and neighborhood safety, access to quality K–12 education and transit, and clean, landscaped streets. HCPI initially identified “clean and safe neighborhoods” as an engagement area, but throughout the community planning process, recognized the need to address a larger, interconnected agenda of many environmental issues and so suggested changing this title to “quality of life.” Quality of life encompasses the communities’ visions of attracting more middle-class residents and families and improving neighborhood amenities: transportation/transit, safety and sanitation, schools, and recreation and open space.

Great transit service is arguably one of the most important neighborhood and retail value creators. While the area has many bus lines running through it, the service is relatively substandard and unattractive. The prevalence of one-way streets, timed for commuter through traffic, is a detriment to community life and real estate value. The rising interest in bicycles and walking is not accommodated by the present traffic design. The mayor’s commitment to extend the Circulator north to E. 33rd Street is encouraging.

The crime rates in the HCPI community are a significant obstacle to building a strong residential population and attracting retail investment. The perception is often worse than the reality, but the area did have a 24 percent higher rate of crime per 100,000 population than the city as a whole in 2011 (see fig. 5). On the other hand, the trend in HCPI communities was more positive than in the city as a whole, dropping 5.7 percent while crime in the city increased 3.3 percent (fig. 13). Three of the five types of Part 1 crimes with a high number of incidences showed decline (fig. 14). Crime is also highly concentrated in several small locations within the overall HCPI area. For example, in the Barclay neighborhood, 38 percent of all Part 1 crimes occurred on just three blocks. Crime increases from 2010 to 2011 were all on one street, Greenmount Avenue, and 90 percent of those were on one of the five blocks of Greenmount. The increase in the Part 1 crime with the highest incidence in the HCPI area, shootings, was attributable to four very small sites. Strategic deployment of anti-crime activities should be able to have an impact on those hot spots. Strategic prevention activity in 2011 that focused on larceny from auto, for example, where HCPI exceeds the city rate by 183 percent, dropped from 2010 to 2011 as a result of communication focused on likely victims, transient students, and commuters (see fig. 14).

FIGURE 13:
HCPI Crime Trend 2010–2011 vs. City

Total Part 1 Crimes	2010	2011	% change
HCPI	1,731	1,632	-5.7
City	38,687	39,978	3.3

Source: Baltimore City Police Dept. Victim-Based Crime Reporting, 2011

**FIGURE 14:
HCPI Area Crime Trends 2010–2011 by Part 1 Crime**

Crime	2010	2011	change	% change
Homicide	7	7	0	0%
Rape	9	13	4	44%
Robbery	164	172	8	5%
Aggravated assault	206	166	-40	-19%
Burglary	344	338	-6	-2%
Larceny total	870	795	-75	-9%
Auto theft	120	137	17	14%
Arson	11	4	-7	-64%
Total Part 1	1,731	1,632	-99	-6%

Subcategories

Shooting (AgAs)	7	17	10	143%
Larceny other	402	444	42	10%
Larceny from auto	468	351	-117	-25%

Source: Baltimore City Police Dept. Victim-Based Crime Reporting

The existing organizations dedicated to quality-of-life improvements in the HCPI area are the many neighborhood associations, the Charles Village Community Benefits District (community safety & sanitation services), Midtown Community Benefits District (clean & green teams and safety services), Greater Homewood Community Corporation (neighborhood leadership support, code enforcement, and support for community efforts around Waverly Commons and Barclay Recreation Center), Central Baltimore Partnership (safety and code enforcement task forces), JHU Security patrol, Waverly Main Street, the Baltimore Museum of Art, Friends of the Wyman Park Dell, the Village Learning Place, the Charles Village Foundation and associated recreation league, Blue Water Baltimore and their work on the Stony Run, the participants in the N. Charles Street reconstruction project, and all the community organizations dedicated to streetscaping, lighting, and pedestrian- and bicycle-friendly improvements.

Among the 11 neighborhoods, considerable planning exercises conducted over the years have produced 25 plans, ranging from overall neighborhood plans to specific projects like traffic and parks. Strong constituencies worked on, accept ownership of, and advocate for the advancement of those plans. It was agreed that an overview would be helpful to show how the pieces of the puzzle form one picture, how the parts align and what are the common elements and opportunities. An overlay plan would also help better communicate the community's visions to audiences outside the area. There was, however, no need to start envisioning the HCPI area from scratch. Existing neighborhood master, small area, and urban renewal plans in the HCPI area were collected, reviewed, and collated to form the overlay and are represented geographically on a set of overlay maps found in Appendixes C, D, and E: commercial/retail development, housing development, and quality of life (transportation/transit, safety and sanitation, schools, and recreation and open space). The collaborative com-

munity review of the overlay plans formulated areas of common interest on which community leaders might work together:

- a. exploring conversion of all one-way streets to two-way traffic and/or other traffic-calming measures;
- b. enhancing streetscaping and pedestrian lighting throughout the area by identifying priority/weak locations;
- c. extending the Charm City Circulator further north, ideally to University Parkway;
- d. collaborating among groups and with city agencies to maintain a high level of public services in sanitation, code enforcement, traffic control, environmental enforcement and improvement, and recreation;
- e. expanding safety patrols and community crime prevention;
- f. encouraging JHU executives to explore and become customers and residents of the area; and
- g. improving parks, recreation areas, and green space.

Strategies

1. Support neighborhood associations and all stakeholder organizations to mobilize and channel, to the extent possible, their energies and efforts in each HCPI neighborhood to undertake neighborhood-appropriate improvements that create and maintain high-quality amenities for residents and visitors, especially safety, greening/beautification, recreation and culture, cleaning and sanitation, and increase the general attractiveness of each neighborhood.
2. Coordinate quality-of-life efforts, including safety, reduction of blight and nuisance properties, pedestrian-oriented streetscaping, open space and sanitation, with strategies and programs in housing, commercial real estate, and public education.
3. Target the corridor from Penn Station to the Homewood campus; E. 33rd Street from the JHU Homewood campus to Greenmount Avenue; the Waverly Main Street area of Greenmount Avenue; and East 28th and 29th streets from the JFX to Greenmount Avenue.
4. Continue to support cross-neighborhood collaborative planning and advocacy by residents, businesses, community organizations, and other stakeholders to address the agenda of environmental improvements identified in neighborhood plans and through the HCPI process (e.g., traffic change).

Programs

1. **Community Amenities.** Sustain the HCPI collective efforts of neighborhood associations and other stakeholders to pursue the community improvement agenda identified through the HCPI process. The HCPI process inaugurated by JHU has been a catalyst for community conversations that brought together a broader group of neighborhood associations and other stakeholders than have previously been in dialogue. Through the work on the overlay plan by the neighborhood associations and the collective work of those associations and other stakeholders on the HCPI report and recommendations, community leaders have come to appreciate the potential of collective action by all stakeholders in the HCPI area. As leaders and stakeholders have shared information and plans, they have often discovered common issues and goals. In many ways, the compatibility of the goals and plans propounded by so many different neighborhoods is the most powerful discovery of the HCPI process. Moreover, the HCPI process has laid the foundations for forceful action by enabling many organizations to operate in a consensus around the shared vision. This is likely to be necessary

inasmuch as some of the issues that have come to the surface, like the detrimental effect of so many high-speed, one-way streets, cut across many neighborhoods and can be addressed only by sustained action on the part of multiple neighborhoods and stakeholders. Finally, the HCPI process has made it possible to envision, and create, the united front that will be necessary to establish the HCPI zone as an integrated priority area for the city; HCPI has advanced that cause not only by creating dialogue across neighborhood boundaries but also by bringing together organizations that normally are divided by types of work (housing, education, private businesses) and giving them the opportunity to find common ground in a multifaceted agenda of mutually reinforcing parts. The HCPI planning has created a robust participatory process with tremendous energy, momentum, and some clear short-term goals:

- a. Complete the overlay plan of HCPI neighborhoods with collateral materials for presentation and promotion; and turn the HCPI report into a full plan,
 - 1) specifying for each program element: components, time frame, lead organization(s), sources, and method of resource acquisition;
 - 2) establishing an evaluation method and indicators for continuous improvement;
 - 3) identifying short-term actions to sustain momentum, build engagement, and recruit new partners (perhaps tied to Neighborhood Improvement Fund projects); and
 - 4) using the completion of the plan to build commitment and partner engagement.
- b. Initiate and/or finish the planning for, and advocate and implement, current projects and improvements as specified in the HCPI overlay plan, which includes neighborhood plans and multi-neighborhood discussions/visions. Immediate current projects include:
 - 1) finalizing the Waverly Commons plans, coordinate funding for and begin implementation;
 - 2) ensuring appropriate funding for the Waverly Library planned improvements and begin implementation;
 - 3) extending the Charm City Circulator's Purple Route from Penn Station to University Parkway (Calvert Street can be used an alternate route during the Charles Street reconstruction).
- c. Raise capital from private sources, including universities and other institutions, to match limited public investment in those same projects, including Waverly Commons, the Waverly Library, and the extension of the Circulator.
- d. Create an HCPI-wide Neighborhood Improvement Fund program that identifies and carries out immediate and long-term modest neighborhood projects, such as landscaping, gardening, and signage/branding (see Cross-Cutting section).
- e. Provide support for and coordination of major community greening, streetscaping and pedestrian lighting initiatives, including community signage/gateways and branding, as specified in HCPI overlay plan.
 - 1) E. 33rd Street Olmstead Median Park and corridor along E. 33rd Street from N. Charles Street to Greenmount Avenue (and potentially to JHU at Eastern campus, although east of Greenmount will require a community participation process, which was outside the scope of the HCPI community consultation process);
 - 2) University Parkway from Calvert Street to 33rd Street;
 - 3) 28th and 29th streets from JFX to Greenmount Avenue;
 - 4) 25th Street commercial corridor and Charles Street between North Avenue and 25th Street;

- 5) Waverly Main Street area and Greenmount Avenue;
- 6) Public space improvements in Greenmount West and Barclay;
- 7) Pedestrian lighting, especially in areas already planned or requested (2500–2700 and 3300–3500 St. Paul Street and 3400–3500 Greenway);
- 8) Streetscaping in Charles North; and
- 9) Specific gateway improvements at 28th and 29th streets; 33rd Street to Greenmount Avenue; and in Station North Arts and Entertainment District including Amtrak Penn Station and immediate surroundings.

Note: Local artists are a unique asset in designing and implementing these projects, for uses both permanent and transient.

- f. Plan, advocate for, and secure public and private resources to undertake anticipated future strategic public transportation infrastructure improvements (pedestrian and bike safety, pedestrian lighting, landscaping, bicycle amenities, and two-way traffic). Continued HCPI planning might include launching a Transportation Management Plan (TMP) process, similar to the one that Harbor East and the Waterfront Partnership completed so successfully. That comprehensive planning process included residents, businesses, employees, and other key stakeholders in understanding transportation needs (where they live and work, etc.) and, based on that data, expanded noncar options (car share, bike share, walking, and transit), and then created a robust program of education to encourage/incentivize folks to *not* drive their car. As a result, in the first year of the TMP, the percentage of office workers who are not driving their cars to work has more than doubled. Less than half of Morgan Stanley’s workers at Thames Street Wharf drive their car to work, compared to an average of 85 percent for downtown employees.
- g. Plan for and secure resources to implement area-wide traffic-calming measures and improve parking opportunities for the commercial nodes. The overlay plan outlines the following recommendations: Develop more off-street parking along Waverly Main Street, E. 33rd and St. Paul streets, and in Charles North; ensure implementation of 25th Street Station traffic-calming plans; implement Greenmount West neighborhood-wide residential parking permits; and plan in conjunction with public infrastructure improvements outlined in item f. above (i.e., improving pedestrian crossings and signage, rerouting MTA lines to a two-way on N. Charles Street, etc.)
- h. Link quality-of-life improvements to other community initiatives (public safety, code enforcement, sanitation and beautification efforts, lighting, etc.) and in conjunction with city programs (like Power-in-Dirt and Adopt-a-Lot) that leverage other resources and stimulate private capital investment.
- i. Support possible trolley: The proposed fixed rail trolley from downtown to Charles Village, if implemented, could have a major impact on economic development of the area. The Charles Street Trolley Corporation has engaged Goody Clancy, a nationally recognized urban planning consultant, to undertake an economic impact study, which upon completion will be shared with the community. It is anticipated that the Goody Clancy study will address concerns raised by the Mayor’s Office. Trolley supporters, under the auspices of the Baltimore Streetcar Campaign, have launched an effort, focused on urban liability, to gather support for the project. The project enjoys the support of numerous business and civic organizations, institutions, and developers along the corridor.

Budget

- a. Staffing planning, advocacy, and organizing implementation: If not combined with the overall Neighborhood Improvement Fund for quality-of-life projects, funding for staff in this program would require \$150,000–200,000 a year, or \$900,000 over five years with an additional \$50,000 cost for graphics and collateral material, for a total of \$950,000 over five years. If both activities are combined in the same sponsor agency, there would be a \$325,000 cost-saving and budget reduction.
- b. Capital for public improvements projects:
 - Neighborhood Improvement Fund: see Cross-Cutting section;
 - Lighting and streetscape participation funding (based on CVCA recent project): \$5 million;
 - gateway improvements
 - o beautification projects for 28th and 29th sts. including facade grants: \$1 million
 - o E. 33rd Street median park, Charles to Greenmount, three blocks: \$90,000; and,
 - o Station North: \$1 million
 - Waverly Commons and Library: \$1,300,000;
 - Circulator extension gap filling: \$500,000; and
 - Pedestrian and bike safety: \$2,500,000.

Recommendation to JHU: JHU should establish and have a direct relationship with an advisory committee composed of neighborhood association representatives and other HCPI stakeholders, including representatives of other institutions, nonprofits, businesses, and city administration, to meet quarterly to monitor progress on the commitment JHU will make to the HCPI and consult on the JHU programs. JHU should also provide financial support with other collaborators for some yet-to-be determined mechanism to sustain the HCPI collective efforts.

Immediate Actions

- a. Provide support to finish the HCPI overlay plan and collateral material. Budget: \$35,000.
 - b. Advocate for the Remington Plan, which suggests that the city-owned vacant lot at 27th Street and Sisson Avenue be temporarily used for gardening or other green space until a market develops for residential development there.
2. **Charles Village Community Benefits District Collaboration.** Increase funding to and expand the Charles Village Community Benefits District (CVCBD) public safety, sanitation, and community engagement activities.
- a. Implement targeted patrols for those areas not covered by the JHU Security patrol areas.
 - b. The only effective way to provide public safety coverage in the area is the employment of off-duty, uniformed Baltimore City police officers. These could be deployed initially in the critical corridors, in selective strategic crime areas or throughout the CVCBD by employing targeted patrols, depending on the resources available.
 - c. Public space cleanliness and attractiveness could reach the level desired by all parties in HCPI if CVCBD could increase the number of its sanitation workers by 50 percent and include the capacity to manage illegal dumping.

- d. Continue and enhance neighborhood volunteer safety programs, with support from the CVCBD and JHU Security, especially in those areas not covered and immediately adjacent to the JHU Security patrol areas.
- e. With partners, create a safety corridor by securing and maintaining enhanced police and sanitation services and form a combined safety force (CVCBD, JHU, Union Memorial Hospital, MICA, UB, private services, and public schools) from the JHU-Homewood campus to Penn Station, through a coordinated program of retail development, street activation, streetscape improvements, improved pedestrian lighting in public and private spaces, and safety patrol.
 - 1) Method of expansion: Expand from successes on N. Charles Street laterally by focusing on St. Paul, Calvert, and Howard Street corridors, as well as the cross streets within. Other expansion of the corridor focus could extend on North Avenue to the MICA Gateway Building at Mt. Royal Avenue and/or south to UB's campus, particularly the Varsity Building dormitory, if part of a partnership program.
 - 2) The safety and sanitation services provided by the city or with CVCBD would be incomplete, and probably inadequate, without the commercial and residential development in the same corridor afforded by other program elements recommended.
- f. With partners, including CVCBD's relationship with Waverly Main Street, expand safety and sanitation services on E. 33rd Street and the Waverly Main Street area on Greenmount Avenue.

Budget: A complete package of expanded services would require an additional annual contribution to CVCBD of roughly \$1.5 million, for a total budget of \$2.5 million.

Recommendation to JHU: JHU should make a special contribution to CVCBD for an increase in specific public safety, sanitation, and community engagement. JHU should also help build the organizational capacity of CVCBD. Both ends might be served if this contribution were the subject of a special contract or MOU that specifies outcomes, accountability methods, and a special task force representing the CVCBD board and JHU. The special contribution to the CVCBD of roughly \$1.5 million in the first year would continue in subsequent years but could be expected to gradually decline somewhat as other major real estate developments provide CVCBD with the anticipated income stream for full deployment. For example, when the private development of the JHU-owned lot at St. Paul and 33rd streets is completed, significantly more tax base will be available to provide financial support to CVCBD. The same will be true when and if 25th St. Station is developed.

- 3. **Arts & Culture Development and Marketing Campaign.** Expand and support the arts, culture, entertainment, and advanced educational institution offerings in HCPI as both a local asset and a regional competitive advantage. Programs should establish a cohesive and strategic promotion campaign marketing the district to outsiders, but also work with local artists to build their skills and their resumes, get more artists to engage with the community development work taking place in central Baltimore (home-buying club, neighborhood associations' work, etc.), and program events that provide artistic outlet and attraction to the area.

Budget: \$50,000 per year contribution to Station North Arts and Entertainment Inc., as well as identification of opportunities to coordinate other arts and entertainment activities within the HCPI (e.g., Baltimore Museum of Art, Charles Village Festival, JHU Spring Fair, neighborhood block parties [Chicago used to do this], and Waverly Farmers Market).

SECTION 3. Blight Elimination & Housing Creation

COMMUNITY INVENTORY

Assets

- 11 neighborhoods with diverse housing stock
- Strong markets in and to the north of HCPI area moving south, and strong to the south of HCPI area moving north
- Potential development around Penn Station
- Several stable, middle-class neighborhoods
- Range of housing options
- Historic character & architecture
- Senior housing
- Barclay-Telesis redevelopment
- Greenmount West redevelopment & city-owned property disposition
- Charles North transit-oriented development
- Quality developers (Seawall, TRF, Southway Builders, small rehabbers)
- Some strength in every neighborhood
- Strong active positive property owners
- St Ambrose Housing Aid Center

Existing Programs

- Jubilee Baltimore: Healthy Neighborhoods, planning, development
- People's Homesteading Group: Historic Housing Redevelopment
- Healthy Neighborhoods Inc.: capital/loans for purchasing and rehabbing by homeowners, technical assistance, neighborhood marketing, community projects
- JHU Live Near Your Work
- Vacants to Value: city-owned property disposition, enhanced code enforcement zones
- CBP Housing Task Force
- Historic Tax Credits
- SNAED Property Tax Credits
- St Ambrose Housing Aid Center: energy improvements; counseling
- Community Law Center: nuisance properties enforcement; Healthy Neighborhoods
- GHCC: code enforcement

Challenges

- High vacancies in some areas
- Absentee landlords
- Row houses divided for rental
- Concentrated affordable housing in some neighborhoods
- Low homeownership in some neighborhoods
- Bad property management
- Speculators
- Pre-construction development financing gap
- Weak market in parts of many neighborhoods
- Lack of city resources for property acquisition and stabilization
- JHU Live Near Your Work internal communications unclear and program seems inadequate

Analysis

The housing conditions and markets vary across the 10 residential neighborhoods of HCPI. A strong market to the north moving south and a strong market to the south moving north give the area great potential, with JHU acting as a strong upward force in the north and potential development around Penn Station and the strong market in Mount Vernon being a boon in the south. The Reinvestment Fund (TRF) has been categorizing city neighborhoods in terms of market strength for the City Planning Department for over a decade using census, administrative, and market data. They rate half the HCPI area as competitive for upper- or middle-range home buyers in the regional market. A quarter could be competitive in the middle but are “stressed,” and a quarter are “distressed.” The two distressed neighborhoods have clear redevelopment plans in place. A good part of the area also shows significant investment, judging by the number of building permits valued at over \$50,000.

Although the HCPI area generally lags behind the city in homeownership rate (fig. 15), approximately a third of the area was classified by TRF (using census block data) in the mid-to-high owner-occupancy category, compared to city averages. Two-thirds of the area had lower owner-occupancy rates indicating either stronger rental markets or, in the case of the distressed areas, both higher rental and vacancy rates. HCPI’s average median sales price for residential buildings, \$109,795, sits comfortably in the middle, compared to prices in the rest of the city. The range of median prices, from \$24,000 to \$266,000, reflects the range of housing types available within HCPI. Obviously, the higher sales prices were found in the stronger markets and the lower ones in the weaker, more distressed neighborhoods.

FIGURE 15:
HCPI Homeownership and Vacancy Compared to Baltimore City

	Housing units	% occupied units	% occupied homeowners	% all units that are vacant not for sale or rent
HCPI	11,711	81.18%	29.30%	8.68%
City	296,865	84.20%	47.70%	8.72%

Source: Baltimore City Planning Department; U.S. Census

Foreclosures have generally not been considered a big issue in the HCPI area because of their low number compared to the city’s rate, or when considered as a percentage of occupied units. Among homeowners, however, the foreclosure rate is substantially higher than the city’s, 29 percent higher in 2011 (fig. 16).

**FIGURE 16:
Foreclosures in HCPI Compared to Baltimore City**

Year	HCPI area			Baltimore City		
	Number of foreclosures	% occupied units	Rate per 1,000 homeowners	Number of foreclosures	% occupied units	Rate per 1,000 homeowners
	2,794		homeowners in 2011	119,231		homeowners in 2011
2008	125	1.31%	44.74	3,790	1.52%	31.79
2009	148	1.56%	52.97	6,138	2.46%	51.48
2010	118	1.24%	42.23	4,503	1.80%	37.77
2011	60	0.63%	21.47	1,992	0.80%	16.71

Source: Baltimore Neighborhood Indicators Alliance

The percentage of all units in the HCPI area that are “vacant and not for sale or rent,” as defined by the U.S. Census, is comparable to the rate for the city as a whole (see fig. 15). The trend in vacancies, however, is in a positive direction (fig. 17). Not only did the number of vacant units that are neither for rent nor sale in the HCPI area decline between 2000 and 2010 but the percentage of all housing units that were so vacant also declined (U.S. Census, Baltimore City Planning Department). Some of the reduction in vacant properties was a result of strategic demolition to prepare development sites.

Several neighborhoods have little vacancy and aspire to continuing a stable residential, largely middle-class homeowner market with some market-rate rental in undivided, single-family row houses. Some of these, especially Oakenshawe and Wyman Park, contain or have market-rate rental high-rises nearby, working in harmony with row-house blocks. Three of the neighborhoods with substantial vacancy, Charles North, Greenmount West, and Barclay, have well-formed development plans and activity under way to substantially increase their population and the proportion of higher-income households in their neighborhoods. Charles North stands out for its plans for high-density mixed-use, transit-oriented development. Although without formal, detailed development plans at the moment, Remington, Old Goucher, and Harwood aspire to control vacant properties and reverse the depopulation and disinvestment of those neighborhoods, attracting more homeowners. Even the development neighborhoods have noticeable strengths to build on that, with proper support, can ripple out. Charles Village and Abell are stable markets, though somewhat vulnerable to the negative practices of absentee landlords and the subdivision of row houses into student and other rental apartments. All of the neighborhoods warrant vigilance and attention to hot spots.

The HCPI area has a significant amount of affordable housing. Generally neighborhood leaders aspire to improving the economic profile of the community. However, they also want to preserve and improve the existing affordable units. The overall direction is to cultivate market forces, work with property owners and developers, and foster a sustainable real estate market.

Clearly, the diversity among the neighborhoods precludes a single strategy, though there is a common goal of increasing the attractiveness and marketability of the area. There are several strong nonprofits, small rehabbers, and significant developers whose efforts could be strengthened and extended. Many of the neighborhoods, or some portion of them, fall within the Healthy Neighborhoods Inc. program. All suffer from the lack of ready capital for predevelopment and gap financing.

**FIGURE 17:
Vacancy Changes 2000–2010**

	2000	2010	change	% change
All housing units	12,537	11,711	-826	-6.59%
Occupied units	10,207	9,507	-700	-6.86%
Vacant not for rent or sale	1,476	1,019	-457	-30.96%
% all units vacant not for rent or sale	11.77%	8.70%		

The JHU Live Near Your Work (LNYW) program functions throughout the HCPI area, with three neighborhoods being in Tier A, the highest level of support, with awards of \$17,500. Those subsidies have been modestly effective, particularly in Barclay on Calvert Street where half of the Telesis rehabbed homeownership units were bought by Hopkins employees using LNYW; and on 22nd Street and the People’s Homesteading Group Anchors of Hope project. As reported by the LNYW office, only 70 of the 178 LNYW grants to date have been in HCPI. Realtors and developers suggest a higher level of grant would drive more utilization and be a more powerful neighborhood revitalization tool.

Most of the HCPI neighborhoods already in the Healthy Neighborhoods Inc. program are serviced by Greater Homewood Community Corporation. The Healthy Neighborhoods executive director reports that in addition to neighborhood marketing activity, Healthy Neighborhoods has made 25 mortgages totaling \$4.8 million, 20 matching grants totaling \$190,875 to Greater Homewood borrowers, and eight rehab grants. The low number of rehab grants was the result of city-imposed income restrictions. The results show up in strong real estate performance: In Charles Village in 2002 the median house sales price on a good block was \$63,800. In 2011 it was \$212,900. The number of vacant houses was reduced from 55 to 31. The neighborhood has outperformed the city and regional markets.

Strategies

1. Eliminate blight, reduce vacancy, replace bad property management and nuisance properties, increase the percentage of properties at or above market standards (above the minimum standard of the city housing code), reduce speculation and disinvestment, and reduce the number of deteriorated units managed by slum landlords.
2. Increase the combined population of the 10 HCPI area neighborhoods over 10 years, generating an estimated 3,000 net new households, in concert with Mayor Stephanie Rawlings Blake’s goal of increasing the city population by a net new 10,000 households in 10 years.

- a. Balance a higher percentage increase in those neighborhoods that have identified and supported higher-density residential and commercial development with those neighborhoods whose plans call for stabilization of or incremental growth in population.
 - b. Provide in appropriate places attractive opportunities for market-rate homeownership and market-rate rental, including sites capitalizing on transit-oriented development.
 - c. Retain affordable housing units as identified in community plans.
 - d. Work with small and large residential developers to create and occupy new and substantially improved housing units.
 - e. Advocate increasing residential density through newly constructed apartment houses.
 - f. Respond to the opportunity for Transit-Oriented Development, especially mixed-use high-density development and the growing demand for urban rental catering to households without children.
3. Be an advocate for creating strong middle-class neighborhoods with some mix of affordability, including marshaling resources for middle-income families, increasing homeownership to competitive levels as appropriate, and ensuring that there is a stable and effective community voice to guide planning and participate in project implementation.
 4. Leverage city and state programs.
 5. Attract private capital building since neither the university nor the public sector will have sufficient funds to make an impact alone.

Programs

1. **Healthy Neighborhoods Inc.** Partner with Healthy Neighborhoods Inc. (HNI) to expand the organization's programs to the whole 10 neighborhood area from the five neighborhoods it currently includes.
 - a. Use HNI tools in ways appropriate to the unique conditions of each neighborhood.
 - b. Deploy the Block Projects for short-term, self-help, critical projects that strengthen neighborhood cohesion, quality of life, and marketability; and capital projects that enhance market appeal.
 - c. Provide the usual HNI rehab matching grants to encourage home improvement.
 - d. Continue to use the HNI mortgage product on targeted blocks, gradually expanding the blocks qualified as community and market conditions will support underwriting criteria.
 - e. In promoting homeownership, tie into education strategies for schools, after schools, and summer; and safety and quality-of-life improvements.
 - f. Continue homeownership development program in Barclay, originally funded by NSP2 grant.

Healthy Neighborhoods Inc. (HNI) has been working with five of the 10 neighborhoods for seven years to improve and market neighborhoods and their assets. It is active in 35 other city middle-market neighborhoods. Among the tools it brings is a below-market private loan pool discounted to provide incentives to encourage families to buy and rehab homes. HNI also funds marketing and small community projects and promotes a philosophy of positive community action. HNI has brought \$63 million of private capital to the communities it serves.

HNI works differently than many housing programs.

- HNI is a neighborhood revitalization, market-building strategy in which housing is one element, rather than housing units being the focus. There are neighborhoods where HNI strategies fail to help or that no longer need HNI support.
- HNI builds on strengths, investing in the best blocks first instead of going to the worst and most expensive blocks first.
- HNI work is not income-restricted, and HNI neighborhood partners agree that mixed income end results may require helping not only the poor.
- HNI measures results quarterly: how much house prices increase, how long it takes to sell a home, how many rehab permits are pulled each quarter. The HNI neighborhoods have consistently matched or outperformed the city and regional markets on objective market criteria, e.g., MRIS.
- While HNI is committed to neighborhood organizing and marketing, the Internet is a critical element of its marketing.
- HNI seeks visible results for every activity, i.e., every loan must have external improvements.

Crucial to redevelopment of Barclay as a mixed-income community is restoration of a homeownership market in presently vacant homes. In redeveloping long-vacant homes, the cost of development often exceeds the value of the home or the amount a bank is willing to loan (appraised value). HNI received a substantial federal NSP2 grant, a portion of which is being invested in 20 homes in the neighborhood with Telesis as the developer. The federal support, part of the economic stimulus package, will not be renewed. HNI has a team in place to finance and develop additional homes that can be improved if an additional source of subsidy becomes available.

Budget

Loans: bank commitments to mortgage pool – \$10 million

Grant funds: \$4,250,000 over five years:

Additional block and capital projects – \$50,000 per year for five years = \$250,000

Barclay NSP2-like homeownership – 10 grants at \$90,000+/year = \$1 million

Matching rehab grants – 100 grants at \$10,000 over five years = \$1 million

Additional staffing – \$25,000 each at GHCC, Jubilee, \$50,000 over five years = \$250,000

HNI staff and design consultant – \$50,000 per year = \$250,000 over five years

Recommendations to JHU

- a. Use JHU influence and contacts to recruit additional financial institutions to the HNI mortgage pool.
- b. Provide or help raise funding for block projects, capital projects, matching rehab grants, and staffing.
- c. Assist HNI and others to raise NSP2-like subsidy for homeownership in Barclay if government sources are not forthcoming.

2. **Housing Sales Campaign.** Supplement the HNI resources and program with an expanded and aggressive housing product sales campaign for HCPI neighborhoods through the two HNI partner organizations for the HCPI area, Greater Homewood Community Corporation and Jubilee Baltimore.

- a. This emphasis on sales is distinct from the HNI emphasis on general marketing, organizing community cohesion, and creating a neighborhood resident marketers program. An aggressive sales emphasis focused on product has been demonstrated to be an effective tool in the past in the Patterson Park and Mount Vernon areas. It requires professional staff with a background in real estate sales, financing, and promotion.
- b. Neighborhood sales staff should have at their disposal a small pool of flexible resources for sales and promotional events.
- c. The housing sales campaign will be closely coordinated with the general marketing activity of HNI through the same partner organizations and will build on and use the deployment of HNI products including mortgages, matching rehab grants, Block Projects, and capital projects.
- d. To succeed, the housing sales campaign needs to be coordinated with and build on quality-of-life improvement activity, including the Neighborhood Improvement Projects Fund for small projects grants and expanded public safety and sanitation efforts through the Charles Village Community Benefits District, both of which are recommended earlier in this report.
- e. The housing sales campaign will be closely tied to a more aggressive marketing of HCPI neighborhoods to JHU employees, faculty, and affiliates, including a more regular promotion of Live Near Your Work opportunities.
- f. The housing sales campaign will aggressively recruit realtors and draw technical and other assistance specifically for a LNYW campaign as well as general campaign from Live Baltimore and the Greater Baltimore Board of Realtors.

Budget: \$1.1 million: 2.5 staff through GHCC and Jubilee collaborative: \$200,000 per year, + \$1 million over five years; and marketing and promotional activities: \$20,000/year, \$100,000 over five years.

Recommendation to JHU: Provide or help raise the full five-year funding: \$1.1 million; provide access to JHU employees and affiliates as well as LNYW program.

3. **Live Near Your Work.** Expand the area for Tier I and increase the amount of the award; and provide more access for marketing of the Live Near Your Work program in the HCPI area to underscore the neighborhood revitalization impact of LNYW without diminishing the emphasis on the program as an employee benefit by the following measures:

- a. Increasing the amount of the award to \$30,000 throughout the whole HCPI area.
- b. Undertaking, with input from a third party (e.g., Metropolitan Planning Council, TRF), a thorough review of the JHU LNYW program goals and structure to determine which elements need to be adjusted (grant amount and structure, geographic boundaries, etc.) related to program goals.
- c. Marketing more aggressively the HCPI neighborhoods to potential users, as well as to all new JHU employees and relocation clients.
- d. Increasing substantially collaboration among the JHU LNYW office, the Central Baltimore Partnership, individual neighborhood associations, the Greater Baltimore Board of Realtors, and Live Baltimore to enhance the marketing, targeting, and outcomes of the JHU LNYW program.

- e. Providing access to JHU staff and faculty and others qualified for Live Near Your Work on a regular basis for the GHCC and Jubilee staff of the housing sales campaign recommended above.
- f. Working in formal partnership with community-based organizations and private developers to provide housing counseling, housing product and marketing, including Live Baltimore. (Evaluate the effectiveness of the Bayview model with Southeast CDC.)
- g. Expanding to all JHU affiliates, including graduate students, medical school residents, and other post-undergraduate-level students.
- h. Adding a rental component as an incentive to get people to give city living a try.
- i. Promoting HCPI neighborhoods as a place to live to graduating seniors and recent graduates of JHU.
- j. Aggressively promoting HCPI, and Baltimore generally, as a place for incoming graduate students to live and work.
- k. Encouraging the Office of Off-Campus Housing and JHU to promote the whole HCPI area.
- l. Identifying opportunities for collaboration with and among other large employers located in or near the HCPI area to deploy LNYW programs, including the coordinated preparation of a LNYW strategy and shared operations and expenses where functional.

Budget: 20 grants per year at \$30,000 = \$3 million over five years. Sources: JHU solicited TBD.

Many of the marketing costs are included in the housing sales campaign recommendation (above) or are a matter of providing access to particular information through campus activities already under way.

Recommendation to JHU: Evaluate LNYW program structure for potential updates, and increase Live Near Your Work funding by \$3 million.

4. **Rental Housing Conversion Program.** Partner with local organizations, individual resident home owners, private investors, and Baltimore City Housing, and invest in a system and financial products to foster conversion of rental row houses (including those now used for student housing) to owner-occupied units, including owner-occupied buildings that include some rental, and improved rental units.
- a. Work with partners to target critical properties, particularly where problem rental row houses are clustered and degradation of those buildings would have a rippling deterioration effect on the neighborhood, including acquisition through the Land Bank (e.g., 200–400 E. University Pkwy.; scattered properties in Remington).
 - b. Consider land banking, or direct JHU ownership of “off-campus” student and faculty housing.
 - c. Since recent studies and planning activities at JHU are not suggesting large-scale creation of more university-owned housing for students, it is not likely that JHU housing activity will simultaneously pull a large number of students out of the Charles Village rental market. If such were ever to occur in the future, JHU would need to create with partners some significant mechanisms, in addition to those described above, to encourage property owners to upgrade former student rental units or convert them to owner-occupied buildings.

Budget: Conversion of 100 units using various incentives with flexibility, but averaging \$25,000 per unit = \$2.5 million over five years.

Recommendation to JHU: Work with partners to secure housing program funding and facilitate a discussion about the retention and/or establishment of a property management firm.

5. **Developer Recruitment.** Recruit and/or encourage developers to undertake market rate residential projects in the HCPI area that accomplish HCPI/community goals. This goal must be tied to retail development; without more people we will not get the kind of retail we want.

Recommendation to JHU: Use JHU influence and contacts to recruit and encourage developers.

Continued exploration

1. **Multiemployer housing support program.** Engage other institutions and major employers in and nearby the HCPI area, in creating a multiemployer housing support program, especially MICA and UB, but also the BMA and BCPSC headquarters.
2. **Problem rental reduction.** Replace low-quality landlord practices by:
 - a. creating a financing product that would encourage landlords to upgrade;
 - b. using master leasing or taking over substandard properties for JHU-owned and quality-managed market-rate rental for lower-wage employees of JHU;
 - c. supporting rental to owner-occupied conversions (see above);
 - d. acquiring problem properties for university uses compatible with a residential neighborhood;
 - e. deploying housing code enforcement and other regulatory practices; and
 - f. retaining (perhaps creating local employment opportunities) a single property management organization to offer competitively priced high-quality property management services, including for the owners of a limited number of rental units (e.g., less than 20 units) that may otherwise not have the interest or capacity to obtain such services.

SECTION 4. Education

COMMUNITY INVENTORY

Assets

- 3 zoned public schools: Margaret Brent, Barclay, Dallas Nicholas, each with a website
- Baltimore Montessori Public Charter School
- JHU School of Education
- Middle-class families/residents engaged in Margaret Brent & Barclay through Village Parents
- Village Learning Place
- The Community School (Remington Youth Programs): basketball, community radio, band
- Mother Seton Academy
- Baltimore Lab School
- Waverly Library
- The Greenmount School
- Margaret Brent & Barclay are at or above citywide test scores
- Three major universities/colleges: University of Baltimore, Maryland Institute College of Art, Johns Hopkins University – Homewood
- Charles Village Recreation League
- Experience Corps in Barclay School

Existing Programs

- Greater Homewood Community Corp.: Barclay Youth Safe Haven after-school program; education advocacy; parent involvement; Great Schools Charles Village—Margaret Brent & Barclay project-based learning curriculum; community schools approach
- JHU: volunteer mentors, adult education
- Village Parents: Margaret Brent after-school program
- Arts Everyday Schools Program: Baltimore Montessori Public Charter School
- Dallas Nicholas: Walking School Bus
- Barclay: Maryland Governor's Green School
- Loyola School of Education: Margaret Brent & Barclay project-based learning support
- Experience Corps: volunteers at Margaret Brent
- Baltimore Development Corp.: enterprise zones, loans

Challenges

- Zoned public schools unattractive to middle-class families
- Currently public schools do not have all the amenities/programs (i.e., music, dance, language, drama, art)
- Lack of affordable/accessible early childhood education/program
- Poor infrastructure, landscaping, and programming at Dallas Nicholas
- Inadequate professional development for teachers
- Remington is split zoned for two public schools
- Lack of funding for program materials
- All three public schools are at or over 85 percent free and reduced lunch – lack of income diversity
- Children have unmet health needs (i.e., food on weekends, vision, and dental care, etc.)
- Promoting and achieving diversity in public schools

Analysis

The quality of public schools is crucial for attracting and retaining families with children. The schools must not only succeed in helping their current school population achieve, but they must attract more middle-class parents who will enroll their children, making the schools more diverse and representative of the neighborhood. At the moment, too many middle-class families do not use the zoned public schools in the area but send their children to private or charter schools; or they move out of the area in pursuit of public schools that they perceive as better.

There are three zoned public schools in the HCPI area: Barclay and Margaret Brent, both of which are combined elementary and middle schools, with 442 and 266 students, respectively; and Dallas Nicholas, an elementary school with 341 students. HCPI includes the highly successful citywide Montessori public charter school, entrance to which is by law governed by a lottery and whose waiting list has over 1,000 students. Also located in HCPI are the Lab School, an arts-based elementary through high school for children with learning disabilities; the Greenmount private cooperative school; and the Seton Academy, a Catholic middle school offering an intense preparation for inner-city students wanting to attend college-prep high schools.

The integration of the schools is one index of whether the schools are serving the resident population and whether there is a mix in the classrooms that makes educational achievement easier for all students. Among the three zoned public schools, 85–88 percent of students qualify for free or reduced lunch, higher than the city’s averages as a whole, in an HCPI area whose household income is 12 percent higher than that of the city. There is also cause for concern when the three zoned HCPI public schools have only 1 percent, 3 percent, and 11 percent of white students in a community that is 52 percent white.

Indeed performance is an issue for the schools: None of the schools meets its goals for average yearly progress (AYP) in reading or math proficiency (see fig. 7). The low proficiency rates illustrated in figure 7 appear far more significant when compared to city and state averages: With the exception of the sixth-grade reading scores at Margaret Brent, none measures up to the scores in the city, and all are significantly below the state averages (fig. 18).

**FIGURE 18: School Performance:
HCPI Schools Compared to City and State Averages**

Test Score	Margaret Brent		Barclay		Dallas Nicholas	
	2011 vs city	2011 vs state	2011 vs city	2011 vs state	2011 vs city	2011 vs state
Third grade reading	-29%	-44%	-7%	-23%	-6%	-22%
Third grade math	-36%	-49%	-13%	-26%	2%	-11%
Sixth grade reading	13%	-5%	7%	-12%		
Sixth grade math	-1%	-20%	-9%	-28%		
Eighth grade reading	-9%	-31%	13%	-9%		
Eighth grade math	-15%	-46%	-3%	-34%		

Source: Maryland Report Card

The challenge for the schools is both to create a more diverse classroom environment by attracting local families and to improve academic performance. Cause for optimism lies in the work on all aspects of the schools by the Greater Homewood Community Corporation through its Great Schools of Charles Village program; the deployment of after-school and community school programs and services, including those provided by college volunteers from JHU and other schools; and the Village Parents' progress in integrating Margaret Brent by aggressively recruiting fellow middle-class, white families.

Johns Hopkins volunteers work in all three zoned schools. The Greater Homewood Community Corporation (GHCC) has a vigorous program, the Great Schools of Charles Village, with Margaret Brent and Barclay; and an active engagement with Dallas Nicholas. GHCC is working closely with Barclay and the school system on the future rec center attached to Barclay. There is also an active, community-based after-school program in Remington. The Village Parents is a growing organization devoted to recruiting and supporting parents to enroll more Charles Village children in Margaret Brent and to working with the principal to improve the school. The principals at Barclay and Margaret Brent welcome and actively collaborate with community partners, JHU volunteers, and external stakeholders. The principal and a significant portion of the teachers at Barclay are enrolled in a professional development program with the JHU School of Education.

JHU would like to see schools that are attractive to its faculty and staff so that more of them will locate in and/or remain in HCPI neighborhoods as active residents and leaders. All of the zoned schools currently have a significant portion of out-of-area students, so there is additional capacity within the schools for increased enrollment from within the zone.

Strategies

1. Support all efforts by public schools and others to make the zoned public schools attractive to all families in HCPI neighborhoods and to promote enrollment of HCPI area children in them, and especially continue the momentum to enroll the children of middle-class families.
2. Develop a quality standard and a JHU branding for one or more of the public schools in the HCPI area, which would provide improved outcomes, academic support and remedial programs for students who require them, and an accelerated academic set of options for more-advanced students, as well as opportunities to supplement their academic programming with access to resources at JHU.
3. Utilize the common interest in quality and accessible early childhood education among community members and Johns Hopkins faculty and staff to provide an outstanding preschool that is conveniently located and serves both populations, potentially acting as a feeder to local public schools.
4. Use in a coordinated and targeted manner all the resources of Johns Hopkins that naturally focus, or could be made to focus, on quality education in the HCPI area.
5. Promote and support a variety of educational offerings in the HCPI area.

Programs

1. **A Johns Hopkins Partnership School Consortium.** Demonstrate a commitment to improving public education by establishing a formal partnership between the JHU School of Education and public schools in HCPI neighborhoods. Margaret Brent Elementary/Middle School and the Barclay School have been identified as pilot sites for a branded "Johns Hopkins (title TBD) School." Leadership at both schools believe that

such a partnership will aid in diversifying the student population, improving academic performance, and strengthening existing relationships with the JHU School of Education, community and nonprofit organizations, the city school system, and other academic and cultural institutions (i.e., Loyola, Goucher, BMA).

- a. Provide support for an SY 2012–13 planning program with the schools, community partners, the JHU School of Education, and BCPSS, including identification of a point person from both parties to determine priority needs, develop a strategic plan, and facilitate marketing.
- b. Establish criteria/shared vision for what each school must have in order for it to be considered a “Johns Hopkins (title TBD) School.” Criteria might include the following items:
 - 1) Implement an evidence-based literacy, math, or school climate program: Ensure alignment of instruction, culture, and atmosphere to maximize student development.
 - 2) Establish a college readiness orientation: From the moment a student enters the school, the atmosphere, curriculum, enrichment activities, and family support programs will be imbued with the expectation that all students can achieve success and that attending college is an expected outcome.
 - 3) Deploy a community resource schools approach: Align collaborations with local nonprofits, universities, and government organizations to promote student achievement and family well-being.
 - 4) Adopt a holistic educational framework: Integrate project-based learning through arts, music, foreign language, and physical education.
 - 5) Market the school actively to parents in the zoned neighborhoods.

The quality standard and the improvement program ought to provide a continuum of services to improve academic support, including remedial programs for students who are not performing at grade level and an accelerated academic set of options for more-advanced students; recruitment and retention of a population representative of the surrounding community; adequate facilities and supplies; teacher qualification and professional development; student and teacher mentoring; enrichment programs; college and job orientation; and instruction about and experiences in the world of work.

- c. Coordinate the deployment of JHU resources across academic, community service, and administrative units to provide elements of the school quality improvement plan, including the School of Education; undergraduate and graduate community-based education; community services; volunteer programs (including the “JH Takes Time for Schools,” a Johns Hopkins program that provides compensatory time for JHU employees who volunteer in Baltimore City public schools); technical advice from JHU’s experts in facilities management, accounting, fundraising, IT, communications, and other areas where JHU has expertise to assist the targeted schools; and donation of materials and equipment.
- d. Review the application of and/or explore the deployment of Success for All, Success by 6, Ready to Read, the Reading Campaign, Race to the Top activities of BCPSS, and College Promise.
- e. Offer a mentoring and professional development program for teachers including Mariale Hardiman’s Brain Targeted Teaching Model.
- f. Offer a professional development and leadership support program, including mentoring, to principals and vice principals.
- g. Provide a community school site coordinator at Barclay and Margaret Brent.

Budget: The budget for implementing this proposal depends on many of the details that would be worked out during a planning year. Other items continue current commitments including the site coordinator if not provided by the community schools program and the commitment to help fund the GHCC and Barclay School adoption of the Barclay recreation center attached to that school.

Recommendation to JHU: JHU should enter into a close working relationship with Barclay and Margaret Brent schools to join the planning effort that would warrant the schools being labeled a Johns Hopkins (title TBD) School. The School of Education should be the point of coordination for JHU involvement sponsored by the Center for Social Concern and other community-service, community-based programs in academic departments, JH Takes Time for Schools, and administrative departments that can support aspects of school improvement. JHU should be prepared to commit funding as well as intellectual capital to this project. The School of Education is considering the creation of a broader consortium of Hopkins partnership schools, but these two should take priority. An ongoing process of contracting should be put in place, which includes support in mutual planning, monitoring/evaluation, and revisions to the program.

Immediate actions

Johns Hopkins University should make a public announcement of its commitment to a formal relationship with the Barclay and Margaret Brent schools. This announcement would describe the initial commitment of Johns Hopkins, as follows:

1. Commitment to embracing the Margaret Brent and Barclay schools as a (branded, name still coming) Johns Hopkins ____ School. This brand ensures that the schools will meet high standards and partner with Johns Hopkins in specific ways.
2. Commitment to fund a year of strategic planning with the principals and school staff, Baltimore City Public Schools headquarters staff, staff of the JHU School of Education, and community-based stakeholders, designating GHCC as its lead public school partner to develop the strategic plan to increase school quality and direct partner resources, including planning the deployment of Johns Hopkins resources across academic, service, and administrative units.
3. Commitment of staff/faculty time and expertise from the School of Education, which will be the JHU liaison to the schools' strategic planning efforts.
4. Reiteration of the current JHU partnerships that support both Barclay and Margaret Brent schools (Mariale Hardiman's Brain Targeted Teaching training for Barclay, Center for Social Concern programs, Whiting School STEM enrichment partnerships, Barclay Recreation Center financial support, etc.).
5. Assistance in securing funding for Margaret Brent's adoption of the Success for All curriculum in the 2012–13 academic year, saving approximately \$20,000 on the special reduced offering by Success for All to the Baltimore school system. Margaret Brent and GHCC are currently applying to the Meyerhoff Foundation for this funding. (Although adopting Success for All would normally be part of the strategic-planning year noted above, all stakeholders are in agreement that Success for All is an example of the kind of high-quality curriculum that a JHU branded school would need, and there are timing reasons for going ahead with Margaret Brent's proposal to adopt it this year.)

JHU should fund a year (2012–13) of strategic planning.

Budget

- a. \$120,000, and at least a portion of one after-school coordinator commencing in the 2012–13 school year. By using its contacts and influence to help secure Meyerhoff Success for All funding, Johns Hopkins would indicate to the Meyerhoff Foundation its larger commitment to brand and work with Margaret Brent in the future.
 - b. \$48,000 for Success for All curriculum and staff training.
2. **Early Childhood.** Create a high-quality early-childhood center on and/or near the Homewood campus to attract talented faculty and staff, promote research related to early childhood development and instruction, and encourage young families to settle in the HCPI neighborhoods. The center is encouraged to adopt a tiered enrollment strategy that would allow a mix of children from the neighborhood families to enroll if space is available.

Budget: Depends on the details of planning the facility and program.

Recommendation to JHU: At the appropriate time, integrate the community interest in an early-childhood program with the campus-based interest that is substantially promoted among faculty.

Immediate action: The selection of the facility location is incredibly important to the combining of faculty and the JHU HCPI interest. As this initiative proceeds, priority ought to be given, even from the beginning, to a facility location that maximizes attention to both faculty and JHU HCPI interests.

3. **After-School Programs.** Bolster out-of-school-time enrichment programming through JHU community-based learning courses and volunteer programs. Support JHU academic departments and student organizations in designing, implementing, and sustaining after-school, weekend, and/or summer learning opportunities based on best practices for promoting learning through enrichment (i.e., performing arts, STEM) and play-based (i.e., physical fitness, nutrition) activities.

Budget: Unknown.

Recommendations to JHU: Ensure that such expansion and support are built into whatever infrastructure is created on campus to support the implementation of HCPI, whether in the Center for Social Concern (CSC), the School of Education, and/or other departments of JHU. CSC, for example, if given extra staffing, could easily help concentrate student and volunteer community service involvement in the HCPI area and coordination with HCPI programs. Some small funding might also be necessary for volunteer transportation, though generally the entire HCPI area is within walking distance of the campus or one of the JHU transportation systems.

Immediate actions: Support the partnership of GHCC, neighborhood associations (CVCA, AIA, HCA, OGCA), local businesses, the Baltimore City Public School System, and the Village Parents to preserve the Barclay Recreation Center and manage it as part of the Barclay Community School program; support applications from HCPI organizations to the Family League for after-school programs.

Continued exploration

1. **A powerful program of services for older kids and young adults.** Create a powerful program of services for older kids and young adults (recreation, library, homework clubs, jobs training, internships and jobs [including at Homewood and elsewhere throughout JHI], community service corps, etc.)

Issues/questions:

- a. This could be implemented at Barclay Rec if it becomes a community center administered and managed by GHCC through a community advisory board; or the Village Learning Place and/or the Waverly Library.
 - b. Support expansion of the LINK program at Village Learning Place.
 - c. Explore additional support and volunteers for the community school or the Church of the Guardian Angels in Remington.
 - d. Consider a five-day-a-week summer academic program.
2. **A “college pipeline” program to promote college preparation.** Design and implement a “college pipeline” program to promote college preparation and orientation in all HCPI schools including:
- a. Education of children and parents regarding the lifetime economic value of a college education versus terminating at high school graduation.
 - b. Supports from sixth through 12th grade to students to ensure academic success and college orientation, including after-school programs and a five-day-a-week summer program.
 - c. Mentoring and other activities, including frequent campus exposure, through university community services programs.
 - d. Counseling on course and high school selection and college admissions and financial support.
 - e. Targeting and making maximum use of the Baltimore Scholars Program in the HCPI area.
 - f. Help with arranging any necessary adjustment or remedial support for those students when they are accepted into college.
 - g. Exploration of a college tuition “promise program.”
 - h. Assistance with financial planning for college savings.
3. **A public neighborhood school in Remington.** Explore the viability of creating a public neighborhood school in Remington. The following issues must be considered (presently most Remington children go to the Margaret Brent School):
- a. Is there enough population for another zoned school?
 - b. How interested and active are parents of school-age or pre-school students in Remington around this issue?
 - c. As we attract more families from Charles Village to attend Margaret Brent, and as we bring in more families with children living in Remington, the demand for another school may increase.
 - d. The creation of a school in Remington, which would draw students from Margaret Brent, must not reduce that school’s population in a way that would harm the school.
4. **A Hopkins-operated school.** Continue to evaluate the potential for a Hopkins-operated school in one or more of the surrounding schools in order to make it more attractive to all HCPI area residents as well as Hopkins faculty and staff as an education alternative for their children.

SECTION 5. Commercial Retail Development

COMMUNITY INVENTORY

Assets

- Business committees: Charles North, Charles Village, Old Goucher
- Select strong, active positive property owners & businesses, including incubator spaces
- Recent mixed-use developments
- Three supermarkets
- 33rd St. & St. Paul retail center
- Growing arts, entertainment and restaurant venues in Station North Arts & Entertainment District
- Range of patrons: residents, students, commuters, employees
- Waverly Farmers Market
- Charles North/CBP Commercial Development Committee
- Charles Street Friday Market (summer only)
- Waverly Main Street
- Over \$440 million of investment and (re)development in the last five years (see Appendixes E and F)

Existing Programs

- Waverly Main Street: Revitalization and economic development, façade improvements, promotions and entrepreneurial development
- Station North Arts & Entertainment, Inc.: Think Big grants, technical assistance for artists and venues, promotion
- Central Baltimore Partnership: micro-lending program
- Charles Street Development Corp.: marketing & promotion
- Baltimore Development Corp.: Enterprise Zone tax credits

Challenges

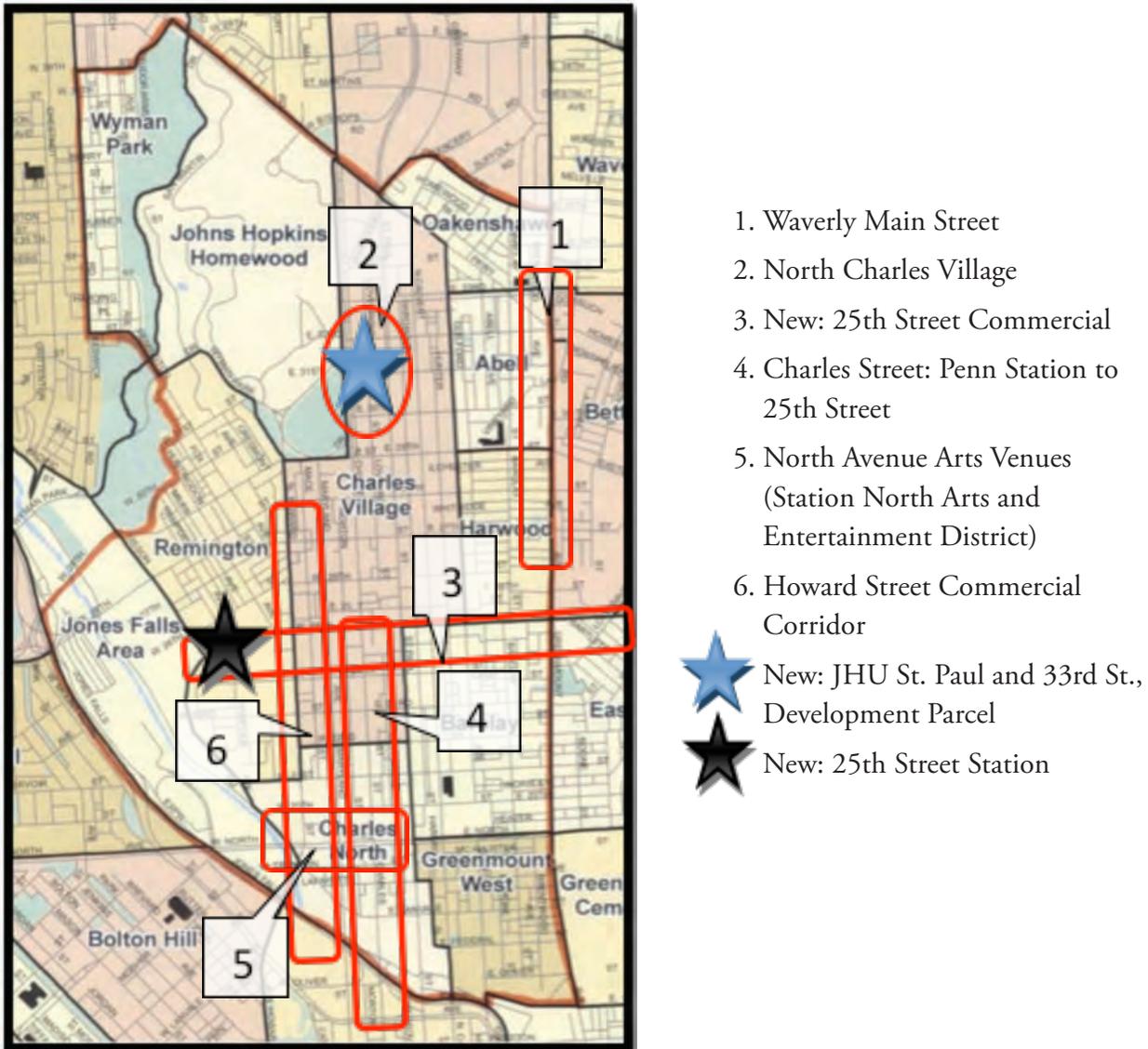
- Select problem speculators
- Bad property management
- Vacancies
- Lack of parking in 33rd St./ St. Paul Street area
- Pre-construction financing gap
- Inadequate retail mix, especially on high-end
- Lack of uses for upper floors along Greenmount Ave.
- Lack of stores in Greenmount Ave. shopping center
- Certain commercial areas lack redevelopment strategies
- Lack of sit-down restaurants and cafes, few bars in specific commercial areas, little retail shopping
- Some areas have numerous businesses of the same kind
- Little signage/marketing of commercial districts
- No cohesive promotion of retail/attractions to JHU affiliates
- High level of vacancies on Charles St. between 21st and 25th streets
- Underutilized potential commercial properties along 25th St. corridor

Analysis

Adequate and accessible retail is an important part of a sustainable neighborhood. And if that retail is exciting and distinctive it adds character and marketability to its districts and may even be a regional draw as well as a service to local residents. Most successful national universities have stimulated engaging retail districts either directly by being an owner and/or developer themselves or indirectly by encouraging, helping finance, and/or being a tenant for private developers. Thriving retail districts around universities need to draw a majority of their cash flow from serving non-university customers, so they must attract and serve their surrounding communities as well as institutional affiliates.

As illustrated in figure 19, there are several commercial/retail districts in HCPI. Three—north Charles Village, Greenmount Avenue (Waverly Main Street), and N. Charles Street from Penn Station to 25th Street—are considered major commercial areas. Howard and 25th streets also have strips of some commercial interspersed with a lot of other uses. A major development, 25th St. Station at 25th and Howard streets, is in the planning stages, with a 120,000-square-foot Wal-Mart, an additional 80,000 square feet of other retail, 70 residential units, and 1,100 parking spaces. Discussions are also under way for retail and parking development in the lot presently owned by JHU at 33rd and St. Paul streets.

FIGURE 19
Retail Zones and Major Developments



Although some substantial retail is serving the HCPI area, there is an opportunity and a desire for a wider range and more exciting offerings. The HCPI area has three supermarkets and a major pharmacy within it and several on its periphery. The Waverly Main Street area of Greenmount Avenue and shopping centers at 21st and 29th streets provide additional goods and services. The Saturday Waverly Farmers Market is one of the best in the region and the only year-round farmers market in the city. New and older retail and restaurant offerings in the 3100–3400 blocks of St. Paul Street; and the growing arts, entertainment, and restaurant venues in Station North as well as several other locations within the HCPI area serve the surrounding neighborhoods and offer the beginnings of a regional destination for lively activity and restaurant, entertainment, and retail offerings. Nonetheless, a lot needs to be done to build on these assets, to capture the opportunities that lie in the vacancies on N. Charles Street, North Avenue, and 25th Street, as well as to leverage the anticipated and ongoing development at 25th Street Station, the Lanvale lot, and on and adjacent to North Avenue along the N. Charles Street corridor.

**FIGURE 20:
Sasaki/Cross Street Partners Retail Demand Study**

Baseline scenario: North Charles Village study area has 3,000 households.

Baseline Scenario BY RETAIL CATEGORY	Restaurant	Grocery	Personal Service/ Health	Apparel & Accessories	Comparison Goods	TOTAL
Demand	55,787	7,048	9,871	14,481	19,507	
Existing Supply	48,211	6,908	15,298	6,908	28,000	105,326
Net Supportable New Retail	7,576	140	-	7,573	-	15,289

Upside scenario adds 43,000 households in 2-mile radius.

Demand	64,997	8,948	10,711	25,638	20,483	
Existing Supply	48,211	6,908	15,298	6,908	28,000	105,326
Net Supportable New Retail	16,786	2,040	-	18,729	-	37,555

As part of the HCPI process, JHU engaged a national firm, Sasaki, and a local firm, Cross Street Partners, to explore the retail potential for north Charles Village, focusing particularly on the property owned by JHU on the southwest corner of 33rd and St. Paul streets. Figure 20 summarizes their findings of additional retail potential by category of retail. Cross Street Partners also identified 29,000 square feet of additional retail space beyond the JHU lot, if property owners would be willing to make changes.

Waverly Main Street and North Charles Street from the train station to the Homewood campus, especially 21st and 25th streets, present more challenges for retail developments. Their long strips of storefronts that once served another purpose have gone through several transitions in the last decades. The Waverly Main Street organization is currently developing a retail mix plan. The 2100–2500 North Charles Street blocks probably need a higher nearby residential population to drive development. As illustrated on the detailed property map in the appendix, the 84 individual properties in the four blocks have 54 storefronts, 23 of which are vacant, and some are being actively marketed for lease. Of the 31 occupied storefronts, 10 (32 percent) house hair or nail salons. And only one of the four carryout restaurants has seating. The stronger development in the 1700–1800 blocks of North Charles and some of the development adjacent to North Charles on W. North Ave. demonstrate both the potential and difficulty of this retail area.

Strategies

1. Invest significantly in and provide leadership to three major commercial areas, pursuing appropriate approaches in each of the three:
 - a. On St. Paul Street, 3100–3400 blocks, directly or indirectly stimulate mixed-use dense retail/office/residential/parking development to serve Charles Village, and neighborhoods north of University Parkway, east of Greenmount, and west of Keswick, and the whole HCPI area, while attracting a regional market as well.
 - b. On North Charles Street, 2100–2700 blocks, expand entrepreneurial retail and entertainment uses from the Station North Arts and Entertainment district to create a pedestrian-oriented corridor that serves local and campus populations and becomes a regional destination for arts and entertainment, as well as an asset that increases other retail and dining options and stimulates the growth of the surrounding residential population.
 - c. On Greenmount Avenue in the Waverly Main Street area contribute to and support Waverly Main Street interventions to sustain a healthy retail district.
 - d. Identify opportunities that can be deployed to concurrently benefit the three commercial areas noted above.
 2. Provide support for the following community efforts:
 - a. Preserve and plan for the revitalization of commercial area opportunities at 25th Street between N. Calvert and Howard streets, and Howard between North Avenue and 27th Street.
 - b. Monitor particular properties to prevent deterioration of successful commercial venues and strategic properties serving the HCPI area and intervene if necessary.
 - c. Support positive retail development ventures, including the Waverly Farmers Market, 25th St. Anderson site, the Greenmount shopping center rejuvenation, the Rotunda redevelopment, the Station North Arts and Entertainment District, and the lot at the 3300 block of St. Paul Street.
- Note:** It is unlikely that, even with population growth, the area will ever support all the commercial storefronts that now exist. Programs of retail development need to be guided by realistic appraisals of the absorption rate, strategic choice about the most effective zones of storefronts to preserve, and pragmatic sequencing of residential growth, retail development, public infrastructure, and public space improvements. In each commercial area and for the HCPI area generally, implementation needs to be guided by a careful but flexible/evolving plan for a sustainable retail mix of appropriate size. Where storefronts are not likely ever to be used for quality retail, building should be put to appropriate adaptive reuse.
3. Identify off-campus facilities and other functions of the anchor institutions that can anchor/facilitate strategic private off-campus development. Look for options to help make a private project happen.
 4. Stimulate, support, and capture the growth of entrepreneurial and innovation opportunities originating at UB, MICA, and JHU.

Programs

1. **N. Charles Street Corridor and Storefronts (Homewood to Penn Station).** Create an exciting and sustainable retail and entertainment mix in the storefronts between the Homewood campus and Penn Station working in partnership with others (private and nonprofit, perhaps through a new CDC) and in tandem with major population increases through significant mixed-use development in Station North and Old Goucher (see Cross-Cutting section):

a. Tactics to evaluate:

- 1) Acquire site control through purchase or master leasing.
- 2) Provide funding for a skilled retail leasing agent and manager for the project.
- 3) Provide access to financing, concessionary rent rates (including participation leases), and technical assistance for entrepreneurs.
- 4) Accentuate local entrepreneur operators versus national and regional chains.
- 5) Develop critical venues in the corridor.
- 6) Provide “go first” leases by anchor institutions.
- 7) Identify locations for the creation of a critical mass (e.g., restaurant row).
- 8) Identify approaches to mitigate problem and nuisance properties.

b. Employ comprehensive strategy to energize, provide quality pedestrian lighting and streetscape for, and patrol a safe corridor from Penn Station to the Homewood campus, pursuing private and public funding for infrastructure and streetscape.

c. Implement a robust program to remove trash and graffiti and keep sidewalks and building facades, including windows, clean and well-maintained.

d. Ensure that street crossings, traffic signals, signage, and lighting provide a high level of pedestrian and bike safety features.

e. Provide the necessary mechanisms to promote the use of outdoor dining, retail activity, arts and entertainment, and functional public spaces that stimulate exterior activities.

f. Encourage use of second and fourth floors for technology- and arts-related entrepreneurs, especially graduates of MICA, UB, and JHU who are starting businesses.

g. Support the retention and expansion of successful arts venues in the Station North Arts and Entertainment District, on N. Charles Street itself, and on North and Maryland avenues. Sites on the adjacent streets provide commercial energy to the N. Charles Street venues.

h. The Parkway and 10 E. North Ave. are important current developments that could have a significant impact. They should be supported in every way possible.

Budget: Implementation costs for corridor enhancements and retail development are included in other parts of the HCPI recommendations. At some point, a more detailed plan for storefronts, retail development, and district management will be needed. It is too early to identify the budget or sources for that development strategy.

2. **Joint Academic Facilities.** Actively explore the creation of joint academic, student activity, and administrative offices with UB, JHU, and MICA, especially as a joint commitment might be a catalyst for private development serving those needs on critical sites (for example, the Lanvale/Penn Station development collaborations in the Penn Station project or 10 E. North Ave.).

Budget: This activity is unlikely to take special resources separate from or beyond the usual costs of space development for the institutions; or the predevelopment costs of the developer/landlord of the jointly used facility. If special resources are needed, the Development Fund or Land Bank recommended in the Cross-Cutting section might be utilized here.

3. **JHU Development Site, E. 33rd Street & St. Paul Street.** Begin sooner rather than later a full development program for the JHU-owned site at St. Paul Street and E. 33rd Street.
 - a. Create a commercial mixed-use development, including distinctive and exciting retail and restaurant destinations.
 - b. Emphasize the use of the site as a tool for broad local economic development and community strengthening, which would increase both the local residential and daytime-use populations.
 - c. Energize the retail corridor, including the use of the first floor on St. Paul and the 33rd Street entrance of the second floor for major commercial.
 - d. Provide parking to boost retail customers.
 - e. Facilitate interconnections with other elements of the campus community life agenda.
 - f. Expand the Tax Increment Financing (TIF) district so that, if possible, resources from the project could be used to improve Margaret Brent and Barclay schools and other public projects in the area.
 - g. Function as a catalyst to additional retail, dining, and arts and entertainment venues that complement the north Charles Village area.

Budget: To be determined by the development plan.

4. **3100-3500 St. Paul Street Retail.** Encourage among property owners and/or pursue additional retail development in the 3100–3500 blocks of St. Paul and N. Charles streets where possible, including retrofitting for retail the first floors of older buildings and some new development.

Budget: Included in the Land Bank and Development Fund in the Cross-Cutting section.

5. **Waverly Main Street.** Increase support to Waverly Main Street in the following ways.
 - a. Provide financial support to upgrade professional capability of staff and strengthen the board.
 - b. Implement the outcome of the Waverly Main Street plan.
 - c. Pursue major redevelopment at E. 33rd Street and Greenmount Avenue; for example, there is commercial interest in establishing a movie theater near 33rd and Greenmount.
 - d. Finance expanded public safety, sanitation, streetscape improvements, building façade improvements, pedestrian lighting, promotions, events planning, and other activities that improve the attractiveness of the Greenmount Avenue commercial area between 27th and 35th streets.
 - e. Strengthen existing businesses, attracting strategic new businesses and addressing problem properties.
 - f. Implement the Waverly Commons plan.

Budget: Staffing or consultant retainer, \$20,000 per year; capital and other costs to be determined subsequent to completion of the Waverly Main Street plan.

Note: Upgrading the services of public safety and sanitation from the Charles Village Community Benefits District will allow the deployment of those resources more fully in the Waverly Main Street area, relieving the need for Waverly Main Street to separately contract for additional services from CVCBD as it does now.

Recommendation to JHU: An annual contribution of \$20,000 to Waverly Main Street and more active engagement with its board and activities.

Immediate action: JHU should make a sufficient commitment to the Waverly Main Street organization to allow it to use the current staff transition to upgrade the professional capabilities of the Main Street manager and participate in the current search for a Main Street manager with commercial development experience; and/or arrange for a commercial development consultant to advise the Main Street manager. This commitment should be made with an understanding of capacity building for the organization and a willingness of JHU to mobilize other collaborators for that purpose.

6. **Artists Marketing.** Support expanded marketing of art and artists in Station North.

Budget: Financial support to Station North Arts and Entertainment Inc. is included in the Quality of Life section.

7. **Retail Development Fund.** Create a Retail Development Fund (as part of a more general Central Baltimore Development Fund recommended in the Cross-Cutting section) to underwrite retail in critical locations in HCPI.

- a. Invest in a loan fund leveraging state, city, other anchors', and private capital to support retail development in the three commercial districts.
- b. Provide financing where it is otherwise not available, or needs to be matched, for retail locations not in the three commercial districts that have potential for success and community impact.
- c. Include equity-like partnerships with emerging entrepreneurs similar to the Shecter incubation process at Metro Gallery, the Windup Space, and Liam's Alehouse.
- d. Investigate the alternatives for mounting the equivalent retail area maintenance and commercial real estate management functions of a business improvement district (BID) within the context of the existing Charles Village Community Benefits District (CVCBD). In areas without a broad community benefits district, the commercial area itself becomes a special taxing district where businesses and/or property owners within a defined area pay an additional tax or fee in order to fund improvements, promotion, and other resources within the district's boundaries. Property owners in the CVCBD, which includes most of the HCPI commercial zones, are already paying into CVCBD.

Budget: See "Development Fund" in the Cross-Cutting section.

Continued exploration:

1. **25th and Howard Streets Corridors.** Identify opportunities to strengthen the 25th Street commercial corridor (Calvert to Howard streets) and Howard Street between North Avenue and 27th Street.

Budget: TBD

2. **Leasing and Retail Mix Management.** Upgrade business district management and improvement services to all commercial districts in the HCPI area by creating some mechanism, whether free-standing or within an existing organization, to focus professional capability on commercial districts leasing and retail mix.

Budget: \$50,000 per year.

Recommendation to JHU: Join other collaborators in structuring the service and soliciting or providing financial support for this capability.

3. **Support and Capture Entrepreneurship.** We know that many graduates of UB, MICA, and JHU go to work for or create innovative technology companies and business startups. UB has an active center for entrepreneurship and innovation. JHU has a modest support program for ventures growing out of the engineering school, one of the best in the country. It is easy to anticipate other startups spinning off from the Mind/Brain Institute, School of Education, and other Homewood programs. Moreover, entrepreneurs and technology-, arts-, and knowledge-based startups often look to locate near universities. To even begin to capture the innovation energy growing out of the Homewood campus, the HCPI area needs the right kind of cool physical spaces and the cultural and programmatic support that nurtures collaboration and drives commercialization and business startups. Having different types of spaces with different amenities and price points would be great. The goal is creating a density of entrepreneurs and startup businesses. Some innovation/entrepreneurship support activity might be undertaken as a joint project between the three universities.

Budget: The specific activity, whether entrepreneur identification and networking, technical assistance, incubator space, accelerator, real estate development, etc., needs to build on a clearer assessment of the present entrepreneurial activity and the discernment of the best way to boost that activity, including building on present university programs. Then there could be a clear entrepreneurship development plan and budget. A more thorough assessment might be undertaken by personnel of the universities without cost or might require an additional \$20,000–\$30,000 if contracted out.

4. **Remington Commercial Development.** In addition to the emphasis on improving the appearance and traffic on 28th and 29th streets, as important gateways to Remington and the whole area, the Land Bank and the Development Fund, including the Retail Development Fund, should give special attention to the commercial development opportunities in Remington, particularly those identified in the Remington Community Plan. Some sites are scattered in Remington, but most are concentrated on Sisson, 28th, and 29th streets.

SECTION 6: Local Hiring and Purchasing

COMMUNITY INVENTORY

Assets

- 16,600 HCPI residents—(60%)—are working or actively looking for work
- 13,200 (35%) residents hold bachelor's degrees+
- Residents are currently employed in many growth industries

Existing Programs

- Through the Greater Homewood Community Corp. workforce pipeline, local workers are being linked to providers of workforce development services, training, and jobs
- Addressing barriers to work
- Job readiness assistance
- Skills training

Challenges

- 10,600 residents not in the labor force (not employed or looking for work); 2,000 of them are unemployed
- 10,000 people (24%) have a H.S. degree or less
- Many residents face other barriers to work
- Many residents are not “job ready,” lack skills needed, and are not connected to regional job opportunities
- Sustained funding for key workforce development partners
- Residents are concentrated in medium-to-low wage occupations

EMPLOYER DEMAND FOR WORKERS

Assets

- Private employers in the HCPI area provide 100,000 jobs
- Local businesses are concentrated in growth industries
- JHU and other large businesses have considerable purchasing power
- \$300 million of construction is under way or in development in the HCPI area
- New companies being incubated at Emerging Technologies Center at JHU@Eastern, UB, Loyola

Existing Programs

- Small Business Resource Center at JHU@Eastern
- Central Maryland Region Small Business Development Center at UB
- Expanded local hiring and purchasing are being explored by large institutions, including JHU, both individually and collaboratively through BIP
- Employ Baltimore, Baltimore City requirement that contractors post opportunities and track local hires

Challenges

- Many small local businesses are struggling
- Local businesses' lack of knowledge about JHU's and other anchor institutions' procurement needs and processes
- Local businesses' lack of knowledge about government contracting opportunities and processes
- Linking other buyers and sellers
- Uncertainty about 25th Street Station hiring commitments and competition for local small business

Analysis

As an anchor institution of the community, The Johns Hopkins University is committed to using all of its resources and powers in furtherance of a vision shared with community leaders and stakeholders. Among these is the opportunity for economic advancement of residents through employment at the university and among its contractors, and the business opportunity for minority-, women-, and locally owned businesses to provide goods and services to the university.

A policy of economic inclusion promotes an increase in the utilization of local, minority, and women-owned companies in purchasing and construction contracting and promotes job opportunities for minority and women job seekers and local residents. A commitment to inclusion means that the institution's employee, supplier, and contracting base reflects the broad diversity of Baltimore's community. Across the country, anchor institutions like Johns Hopkins are combining economic inclusion with strategic investments in public schools, public safety, housing, and commercial development to strengthen the neighborhoods of which they are a part.

In 2004, the Greater Baltimore Committee published "Bridging the Gap: An Analysis of Baltimore's Minority- and Women-Owned Business Communities," which revealed a large gap between the number of minority-owned firms that should exist based on the Baltimore area's demographics and the number that actually do. The study found that almost two-thirds of Baltimore City's residents are African American, yet only 15.6 percent of all Baltimore City businesses are minority owned, accounting for 2.7 percent of total sales. In 1997, women-owned firms represented 28.8 percent of all firms, accounting for 4 percent of all sales. With its sizable annual construction and purchasing activity, Johns Hopkins can join with other institutions and government agencies that have adopted inclusion policies as a core value to improve these percentages throughout the city.

The university's ability to do business in new ways will enhance the economic security and growth of Baltimore, which is critical to the future of this institution. Adopting policies that promote inclusion and increase business opportunities for local, minority- and women-owned businesses builds individual financial security, creates jobs for residents living in the surrounding neighborhoods, promotes retail demand, and strengthens the local housing market.

Strategies

1. Obtain commitments from JHU, other nonprofit anchor institutions, and private employers, including construction contractors active in the area, to hire and purchase locally.
2. Build the capacity of local residents, particularly African Americans, to compete for and succeed in jobs at JHU and elsewhere.
3. Use the purchasing power of JHU, other anchor institutions, and other HCPI partners to support minority-owned, women-owned, and locally owned business growth.
4. Support the growth of private employers that commit to hire locally.

Programs

1. **Institutional commitments by JHU and other anchors to local hiring:** The inventory makes it clear that our neighbors have a range of skills and educational attainment. JHU and other anchors should identify and publish career paths in the full range of occupational “families”—administrative, financial, research, laboratory, facilities, animal/veterinary, academic, accounting, library, finance, medical. They should consider for employment neighborhood residents and graduates of workforce pipeline initiatives (see below) and individuals who have proven themselves at labor services contractors used by the anchors, such as Broadway Services, Aramark, and security firms. JHU and other anchors should provide placements for interns from the neighborhood, and they should also make intentional efforts to recruit neighborhood residents to positions requiring advanced knowledge, certifications, and degrees.
2. **Institutional commitments by JHU and other anchors to purchasing from local, minority-, and women-owned businesses:** The institutions should identify and reach out to local businesses that may be sources of goods and services.
3. **Institutional commitments by JHU and other anchors to using local, minority-, and women-owned construction contractors:** The anchor institutions should identify and reach out to local contractors and subcontractors, including contractors involved in BIP-funded development projects that have made commitments to hire locally, as well as construction projects of other companies and institutions in the area. JHU and the other anchors that have adopted policies of using local, minority-, and women-owned construction contractors should encourage other employers in the HCPI area and surrounding communities to make similar commitments. These employers are concentrated in the business services, health care and social assistance, educational services, accommodation and food services, other services, and retail trade industries.
4. **Support for business growth:** Support HCPI area business growth by addressing their primary requirements:
 - a. Markets for their goods and services
 - 1) Ensure that buyers and sellers are aware of each other.
 - 2) See above “Purchasing.”
 - 3) Enlist community organizations to help make sure that their local companies are aware of the possibilities of selling to anchor institutions (or their suppliers), and how to access information.
 - 4) Help local businesses understand the requirements of and best means of connection to major institutional, government, and corporate purchasers.
 - 5) Use Baltimore’s Small Business Resource Center’s Local Contractor Development Program to preview anchor institutions’ construction projects for the benefit of local contractors.
 - 6) Explore other similar “lunch and learn” sessions for shared procurement needs.
 - b. Human capital—Build awareness of workforce development programs and other assistance available to help companies meet the full range of their labor supply needs.
 - c. Other business development support.
 - 1) Work with business development partners to ensure that local businesses are aware of assistance available, including access to capital.
 - 2) Advocate for filling gaps in business development, especially to support the growth of local African American–owned businesses, whether small, medium, or large.

5. **Attract new businesses:** To increase jobs for workers and the number of potential local vendors, and attract new businesses to the HCPI area, including:
 - a. Retailers – See commercial development section
 - b. Graduates of area incubators and accelerators at JHU Eastern, Loyola, and University of Baltimore
 - c. Suppliers to JHU and anchor institutions
6. **Workforce preparation and advancement:** Enhance the supply of capable workers by building the capacity of HCPI residents to obtain and succeed in jobs at JHU and with other employers in the HCPI area, and elsewhere in the metropolitan area. The Workforce Pipeline program in the Cross-Cutting section describes the components of the workforce development initiative.

Recommendation to JHU: JHU should continue and implement as soon as possible the internal policy and procedures being developed for local hiring and purchasing from local, minority-, and women-owned businesses. JHU should use the forum of the Baltimore Integration Partnership and the work of the Mayor's Office to create a strategy for anchors to share JHU's experience and prototypes with other anchor institutions to accelerate their adoption of similar policies. Specifically, collaborate with area hospitals, many of which have already made commitments to hire locally and purchase from minority-, women-, and locally owned businesses.

Acknowledgments

I wish to thank everyone who participated in the HCPI process and contributed ideas and critiques to this report and our process, the most important of whom were over 150 community members, including many leaders, who gave unstintingly of their time in interviews, discussions, meetings, and electronic reviews of the elements of this report. We benefited greatly from the active participation of the two City Council members who represent the HCPI area, Mary Pat Clarke and Carl Stokes. We owe a special debt of gratitude to those who served on the advisory committee: Ben Stone, Station North Arts and Entertainment; Carolyn Frenkil and Don Donahue, Charles North Community Association; Charlie Duff, Jubilee Baltimore; Colin Tarbert, Office of the Deputy Mayor; Connie Ross, Baltimore Midway Old Goucher Coalition; David Hill, Charles Village Community Benefits District Inc.; Debra Matthews, Village Parents; Doreen Bolger, Baltimore Museum of Art; Eric Dymond and Sharon Guida, Charles Village Civic Association; Jeanne Knight, Old Goucher Community Association; Judith Kunst, Greater Remington Improvement Association; Karen Stokes, Greater Homewood Community Corporation; Mark Counselman, Oakenshawe Improvement Association; Michael Haynie, Waverly Main Streets; Neil MacDonald, Union Memorial Hospital; Rebecca LaFleur, North Charles Village Business Association; Steve Nowell, New Greenmount West Community Association; and from JHU, Bill Tiefenworth, Erin Galloway, Joe Smith, Salem Reiner, and Andy Frank.

Of course none of this would have been possible without the leadership of Ron Daniels, the president of Johns Hopkins University, and his team, as well as the university's trustees committee on community engagement. I want to especially thank Andy Frank and his assistant Antonia Daniels, Salem Reiner, and the members of the HCPI Implementation Team. We were enriched by the special professional competence of members of the university's senior administration: Ed Skrodzki in public safety; Alan Fish and Brian Dembeck in real estate development; David Andrews and Mariel Hardiman in education; Daniel Ennis and Charlene Hayes in local hiring and purchasing; and Sarah Steinberg and Bill Tiefenworth in student life and community service.

Thanks to Baltimore City Housing Commissioner Paul Graziano, Planning Director Tom Stosur, and Deputy Mayor Kaliope Parthemos for their advice and the generous contributions of the time of staff from their departments. In assembling the data for the analysis of the HCPI area, we had incomparable assistance from Travis Pate, Baltimore City Planning Department demographer; Carolyn M. Scheriff, crime analysis supervisor, Baltimore Police Department; Vanessa Francis, Erin Galloway, and Marsha Schactel of JHU; Karen Stokes, Karen DeCamp, and staff at Greater Homewood Community Corp.; Mark Sissman at Healthy Neighborhoods; Kennon Pearre and Charlie Duff of Jubilee Baltimore; Seema Iyer and the Neighborhood Indicators Project of the University of Baltimore; and Sasaki Associates and the Cross Street Partners for their study of retail and campus development.

Within Johns Hopkins University, valuable input was provided by members of the HCPI Implementation Team, representing leadership from various administrative offices directly associated with the goals of the HCPI; Cecilia McCormick (finance), Erin Galloway (education), Joe Smith (local government affairs), Jim Miller (facilities management), Phil Leaf (faculty and public health), Anne Roderer (facilities), Marsha Schachtel (policy), Tom Lewis (government and community affairs), Andy Frank (president's office), and Salem Reiner (community affairs).

Our speakers from outside of Baltimore at the January 2012 workshop raised our imagination of the possibilities of university-community partnerships: David Perry of the University of Illinois at Chicago; Jettie Newkirk, West Philadelphia, and Ed Datz of the University of Pennsylvania; Michael Morand of Yale; Diane Arnold of

Near Westside Indianapolis; Annette Anderson, formerly of Widener University and now of the Johns Hopkins School of Education; and Steve Zuckerman, University of Maryland College Park.

Both leadership of JHU and I want to especially acknowledge the contribution of the Central Baltimore Partnership steering committee, chaired by Fred Lazarus, president of MICA, in allowing me to take time away from the duties of executive director of that organization to help shape this special new initiative. The other staff and National Service Corps members of the Central Baltimore Partnership provided special support for the events of this consultation. Ashley Wallace created a wonderful process for combining community plans into one overlay. Finally, none of us who participated can say enough about Kelsey Addy who became the glue of this vast and diverse group of participants.

APPENDIXES

Appendix A: HCPI Summary

Johns Hopkins University
Homewood Community Partners Initiative

Summary – February 3, 2012

What is the Homewood Community Partners Initiative?

The Homewood Community Partners Initiative (HCPI) grows out of a greater understanding that the health and well-being of Johns Hopkins University (JHU) is inextricably tied with the physical, social and economic well-being of its surrounding neighborhoods. A number of universities in Baltimore and across the country have embraced their role as *anchor institutions*, working closely with neighborhood leaders to strengthen the communities in which their campuses are located. Anchor institutions such as JHU are large organizations, typically educational, medical, or cultural, that are deeply rooted in their communities. The key to successful university-neighborhood engagements lies in transparency, open communication, collaboration with community partners, and the recognition of shared values.

In September 2009, incoming JHU President Ron Daniels said, “Our ideas, our energies, our passion and optimism can contribute so much to the community of which we are part. How we galvanize our intellectual and moral strengths for the betterment of our community, and for the betterment of ourselves, stands as yet another compelling challenge that we must address.”

In August 2010, JHU’s Board of Trustees created the External Affairs and Community Engagement Committee, the first new standing committee in 13 years. Established to oversee new community engagement efforts, the committee endorsed the HCPI as its first action. The HCPI will focus on eleven neighborhoods (Abell, Barclay, Charles North, Charles Village, Greenmount West, Harwood, Oakenshawe, Old Goucher, Remington, Wyman Park and Greenmount Avenue’s Main Street district, collectively the focus area) in *five engagement areas*: 1) clean and safe neighborhoods; 2) blight elimination and housing creation; 3) public education; 4) commercial and retail development; and 5) local hiring, purchasing and workforce development.

An Implementation Team (IT), consisting of staff from the offices of President Daniels’, Government and Community Affairs, and JHU’s schools, as well as faculty and other senior officials will coordinate the initiative. The IT will ensure that the HCPI supports, but does not replicate, the considerable work already under way in the community and at JHU. The IT will choose discrete, coordinated and well-defined programs organized around the five engagement areas.

What is the community process?

The HCPI has begun with a community survey to measure perceptions of JHU and the community. The IT has retained Joe McNeely, a nationally recognized consultant from Baltimore with expertise in community development and university anchor institution programs, to review existing neighborhood plans, work with community leaders and local institutions, review best practices from around the country, and make recommendations in each of the five engagement areas. The Greater Homewood Community Corp. will assist with stakeholder involvement throughout the process. An advisory committee will be established, consisting of neighborhood association presidents, local and state government representatives, and leadership from institutions, nonprofits, businesses, and others vested in the focus area, to solicit feedback and ensure open communication.

To learn more about the HCPI, contact Salem Reiner at (443) 287-9900 or sreiner1@jhu.edu, or Andy Frank at (410) 516-0043 or andy.frank@jhu.edu.

Appendix B: HCPI Programs List

HCPI List of Recommended Programs

Cross-Cutting Programs

Programs

1. Development Fund
2. Land Bank
3. Neighborhood Improvement Fund
4. City and state support
5. Workforce pipeline

Quality of Life

Programs

1. Community amenities
2. Charles Village Community Benefits District collaboration
3. Arts & culture development and marketing campaign

Blight Elimination & Housing Creation

Programs

1. Healthy Neighborhoods
2. Housing sales campaign
3. Live Near Your Work
4. Rental housing conversion program
5. Developer recruitment

Continued Exploration

1. Multi-employer housing support program
2. Problem rental reduction

Education

Programs

1. A Johns Hopkins Partnership School Consortium
2. Early childhood
3. After-school programs

Appendix B: (continued)

Continued Exploration

1. A powerful program of services for older kids and young adults
2. A college pipeline program to promote college preparation
3. A public neighborhood school in Remington
4. A Hopkins-operated school

Commercial Retail Development

Programs

1. N. Charles Street corridor and storefronts (Homewood to Penn Station)
2. Joint academic facilities
3. JHU development site, E. 33rd Street & St. Paul Street
4. 3100-3500 St. Paul Street retail
5. Waverly Main Street
6. Artists marketing
7. Retail Development Fund

Continued exploration

1. 25th and Howard streets corridors
2. Leasing and retail mix management
3. Support and capture entrepreneurship
4. Remington commercial development

Local Hiring & Purchasing

Programs

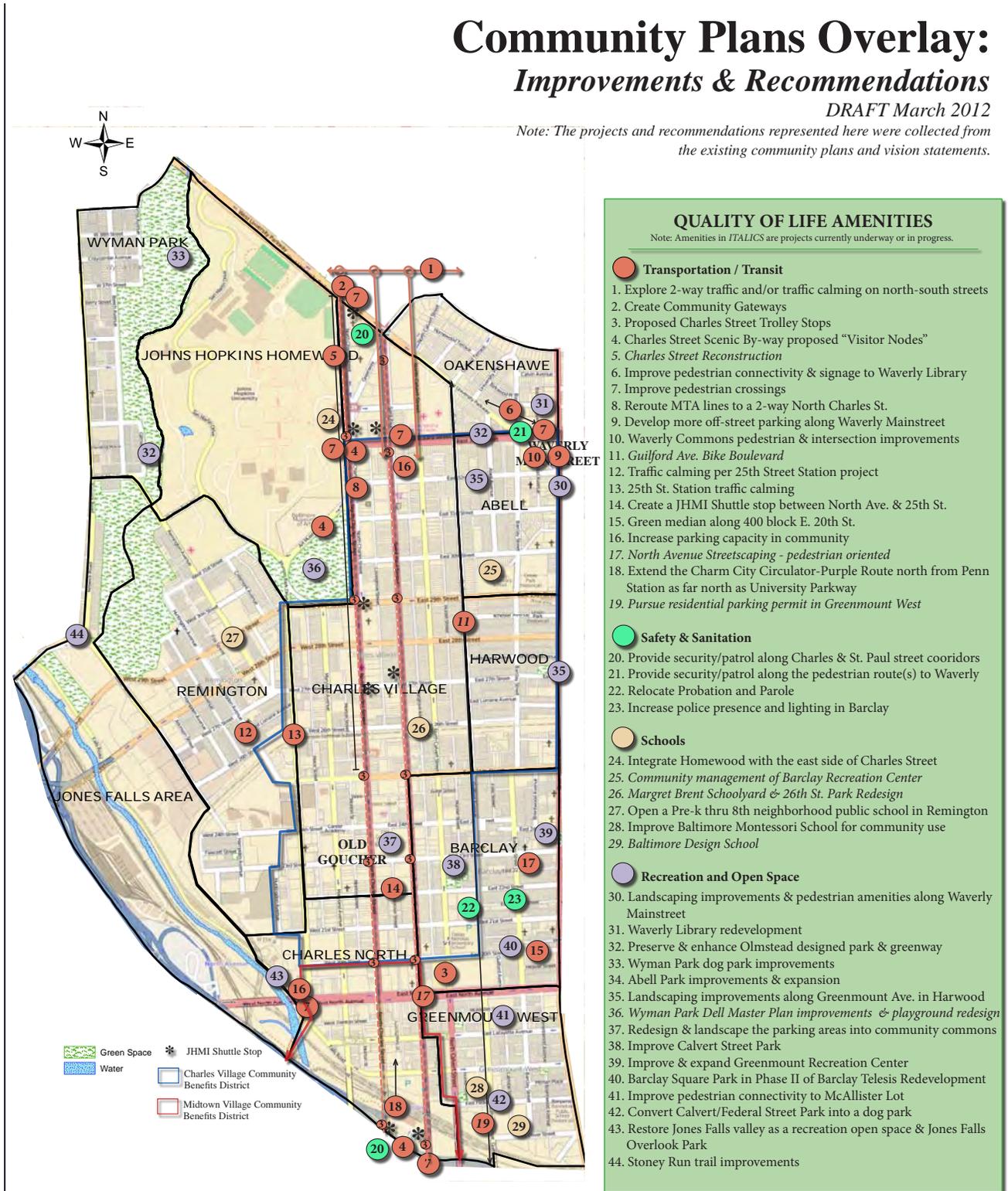
1. Institutional commitments by JHU and other anchors to local hiring
2. Institutional commitments by JHU and other anchors to purchasing from local, minority-, and women-owned businesses
3. Institutional commitments by JHU and other anchors to using local, minority-, and women-owned construction contractors
4. Support for business growth
5. Attract new businesses
6. Workforce preparation and advancement

Appendix C: Quality of Life

Community Plans Overlay: Improvements & Recommendations

DRAFT March 2012

Note: The projects and recommendations represented here were collected from the existing community plans and vision statements.



QUALITY OF LIFE AMENITIES

Note: Amenities in *ITALICS* are projects currently underway or in progress.

Transportation / Transit

1. Explore 2-way traffic and/or traffic calming on north-south streets
2. Create Community Gateways
3. Proposed Charles Street Trolley Stops
4. Charles Street Scenic By-way proposed "Visitor Nodes"
5. *Charles Street Reconstruction*
6. Improve pedestrian connectivity & signage to Waverly Library
7. Improve pedestrian crossings
8. Reroute MTA lines to a 2-way North Charles St.
9. Develop more off-street parking along Waverly Mainstreet
10. Waverly Commons pedestrian & intersection improvements
11. *Guilford Ave. Bike Boulevard*
12. Traffic calming per 25th Street Station project
13. 25th St. Station traffic calming
14. Create a JHMI Shuttle stop between North Ave. & 25th St.
15. Green median along 400 block E. 20th St.
16. Increase parking capacity in community
17. *North Avenue Streetscaping - pedestrian oriented*
18. Extend the Charm City Circulator-Purple Route north from Penn Station as far north as University Parkway
19. Pursue residential parking permit in Greenmount West

Safety & Sanitation

20. Provide security/patrol along Charles & St. Paul street corridors
21. Provide security/patrol along the pedestrian route(s) to Waverly
22. Relocate Probation and Parole
23. Increase police presence and lighting in Barclay

Schools

24. Integrate Homewood with the east side of Charles Street
25. *Community management of Barclay Recreation Center*
26. *Margret Brent Schoolyard & 26th St. Park Redesign*
27. Open a Pre-k thru 8th neighborhood public school in Remington
28. Improve Baltimore Montessori School for community use
29. *Baltimore Design School*

Recreation and Open Space

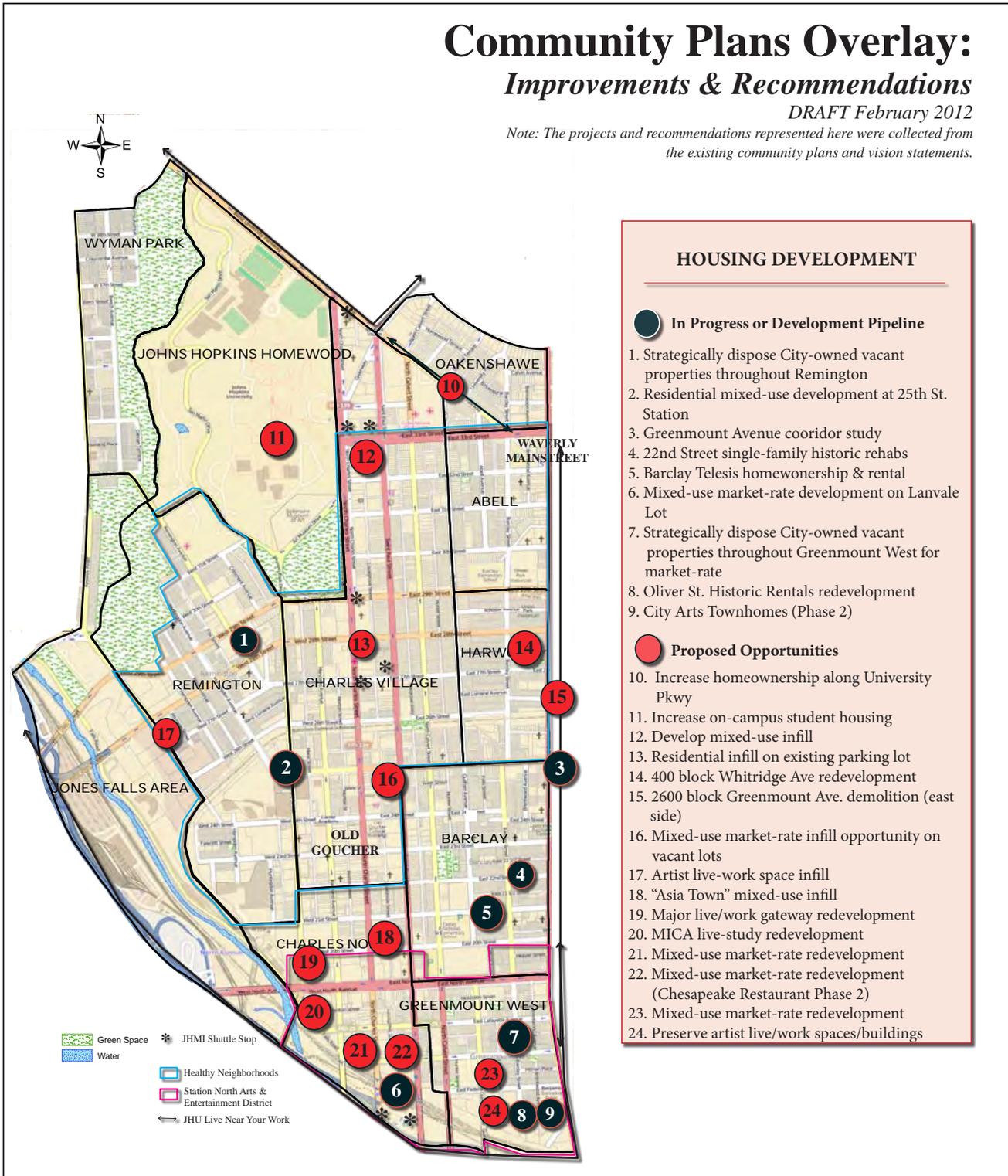
30. Landscaping improvements & pedestrian amenities along Waverly Mainstreet
31. Waverly Library redevelopment
32. Preserve & enhance Olmstead designed park & greenway
33. Wyman Park dog park improvements
34. Abell Park improvements & expansion
35. Landscaping improvements along Greenmount Ave. in Harwood
36. *Wyman Park Dell Master Plan improvements & playground redesign*
37. Redesign & landscape the parking areas into community commons
38. Improve Calvert Street Park
39. Improve & expand Greenmount Recreation Center
40. Barclay Square Park in Phase II of Barclay Telesis Redevelopment
41. Improve pedestrian connectivity to McAllister Lot
42. Convert Calvert/Federal Street Park into a dog park
43. Restore Jones Falls valley as a recreation open space & Jones Falls Overlook Park
44. Stoney Run trail improvements

Appendix D: Housing–Development–Use

Community Plans Overlay: Improvements & Recommendations

DRAFT February 2012

Note: The projects and recommendations represented here were collected from the existing community plans and vision statements.

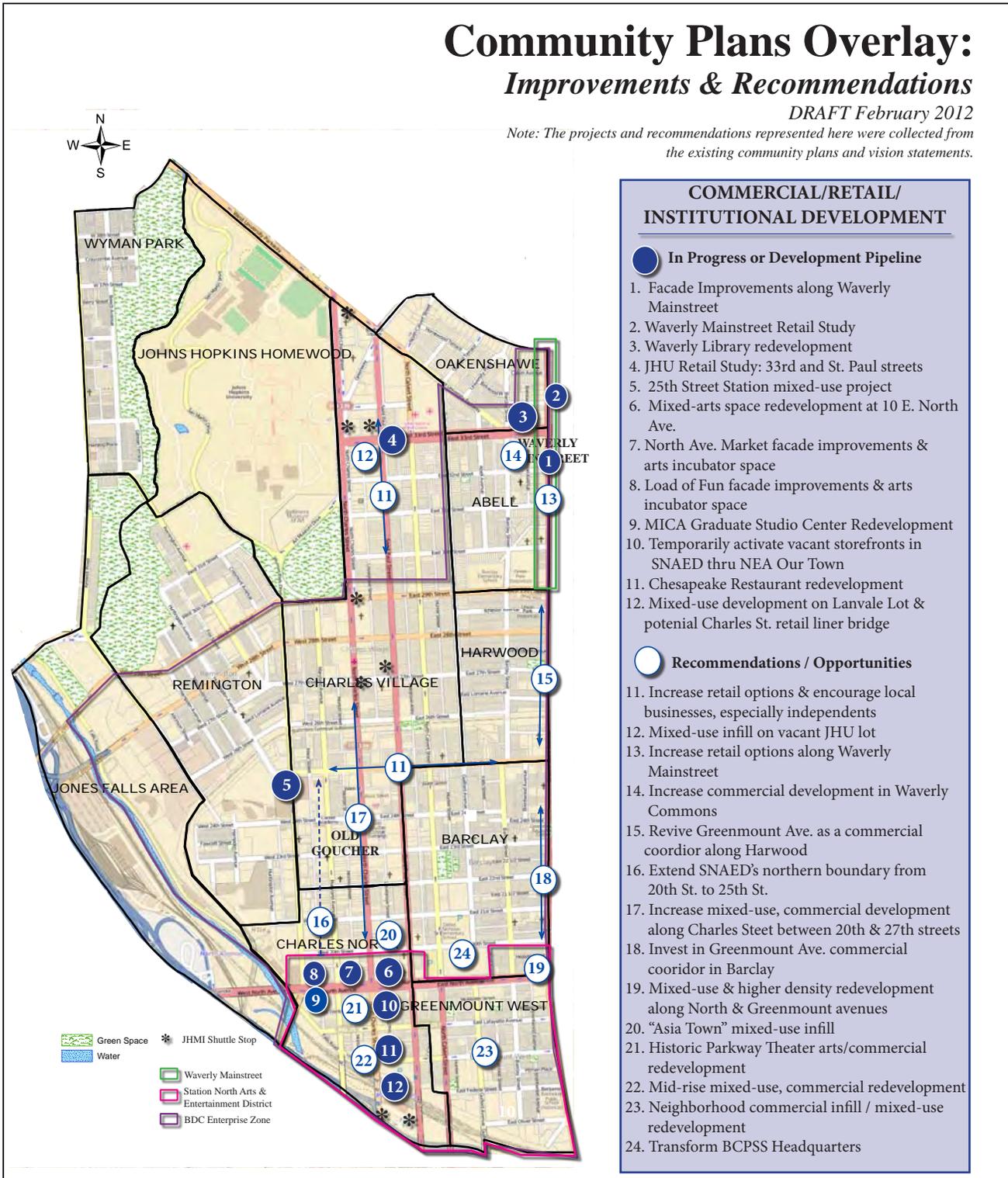


Appendix E: Commercial-Retail-Institutional

Community Plans Overlay: Improvements & Recommendations

DRAFT February 2012

Note: The projects and recommendations represented here were collected from the existing community plans and vision statements.



COMMERCIAL/RETAIL/ INSTITUTIONAL DEVELOPMENT

In Progress or Development Pipeline

1. Facade Improvements along Waverly Mainstreet
2. Waverly Mainstreet Retail Study
3. Waverly Library redevelopment
4. JHU Retail Study: 33rd and St. Paul streets
5. 25th Street Station mixed-use project
6. Mixed-arts space redevelopment at 10 E. North Ave.
7. North Ave. Market facade improvements & arts incubator space
8. Load of Fun facade improvements & arts incubator space
9. MICA Graduate Studio Center Redevelopment
10. Temporarily activate vacant storefronts in SNAED thru NEA Our Town
11. Chesapeake Restaurant redevelopment
12. Mixed-use development on Lanvale Lot & potential Charles St. retail liner bridge

Recommendations / Opportunities

11. Increase retail options & encourage local businesses, especially independents
12. Mixed-use infill on vacant JHU lot
13. Increase retail options along Waverly Mainstreet
14. Increase commercial development in Waverly Commons
15. Revive Greenmount Ave. as a commercial corridor along Harwood
16. Extend SNAED's northern boundary from 20th St. to 25th St.
17. Increase mixed-use, commercial development along Charles Steet between 20th & 27th streets
18. Invest in Greenmount Ave. commercial corridor in Barclay
19. Mixed-use & higher density redevelopment along North & Greenmount avenues
20. "Asia Town" mixed-use infill
21. Historic Parkway Theater arts/commercial redevelopment
22. Mid-rise mixed-use, commercial redevelopment
23. Neighborhood commercial infill / mixed-use redevelopment
24. Transform BCPSS Headquarters

Appendix F: CB TOD Projects Map

CENTRAL BALTIMORE: PREMIER TRANSIT-ORIENTED DEVELOPMENT

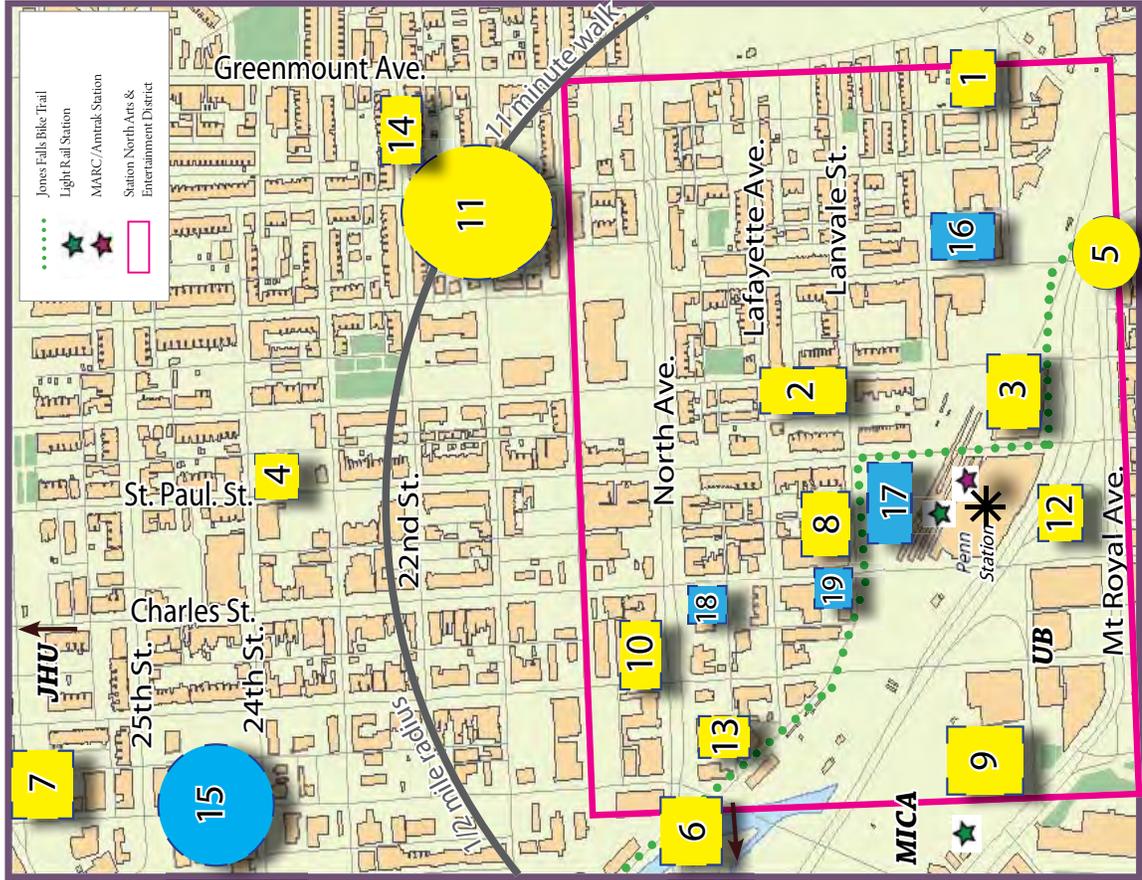
2007 - 2011

Completed & Underway Projects

1. City Arts Apartments
2. Station North Townhomes
3. Railway Express Mixed-Use
4. Landbank Lofts
5. Printers Square
6. The Gateway Mixed-Use
7. Miller's Court Mixed-Use
8. Chesapeake Restaurant
9. The Fitzgerald Mixed-Use
10. North Avenue Market
11. Telesis Mixed-Income Redevelopment
12. UB Law Center
13. MICA Studio Center
14. People's Homesteading Group - Anchors of Hope

In Development Projects

15. 25th Street Station Mixed-Use
16. Baltimore Design School
17. Penn Station Mixed-Use
18. Parkway Theater
19. Metro Gallery



Prepared by:
Central Baltimore Partnership
July 21, 2011

Appendix G: Central Baltimore Premier Transit-Oriented Development

CENTRAL BALTIMORE: Premier Transit-Oriented Development

TOTAL DEVELOPMENT INVESTMENT SINCE 2007: \$440 MILLION

- | |
|--|
| <ul style="list-style-type: none">• Recently completed developments: \$203 million• Development Underway: \$237 million• Combined total since 2007 \$440 million |
|--|

The attached map shows the Half-mile Radius that defines Transit Oriented Development

1a. City Arts Apartments – *completed Fall 2010*

- \$12 million affordable artist apartment building
- 69 units fully leased, gallery space

1b. City Arts Townhouses – *construction summer 2011*

- \$2.4 million
- 8 homeownership townhouses

2. Station North Townhomes – *completed 2007*

- \$10.2 million market rate homes; 20 sold; 12 rental, fully leased
- 32 garage townhomes – three story
- Renting from \$1,600 per month and selling from \$250,000
- Lease-to-own “Equity Builder” options

3. Railway Express – *completed 2009*

- \$12 million renovation
- 30 residential luxury lofts – fully leased and rented by 90% commuters
- First floor commercial space: café, gallery, offices; fully leased

4. Landbank Lofts – *completed Feb. 2010*

- \$30 million residential development
- 63 fully leased luxury apartments

5. Printers Square – *completed 2007*

- \$10.6 million residential development
- 60 fully leased units (30 affordable and 30 market rate)

6. The Gateway – *completed 2008*

- \$32 million MICA mixed-use residential facility
- 215 fully leased upper-class student apartments
- Landscaped public plaza, theater, career center, gallery, café and meeting space and offices

Appendix G: (continued)

7. Miller's Court – *completed 2010*

- \$21 million
- 80,000 square foot former warehouse
- Non-profit offices (35,000 sq. ft.) and 40 residential units (45,000 sq. ft.) – geared toward Baltimore City teachers – with interior courtyard; fully leased
- Commercial coffee shop on the corner
- 4 gated key card parking lots

8. Chesapeake Restaurant Renovation & Lanvale St. Apartments – *in progress*

Phase 1 – Chesapeake Restaurant \$3-3.5 million

- General facade improvements, first floor restaurant and/or fresh food market, second floor restaurant and music venue, third floor office space and fourth floor lofts
- Completion date fall/winter 2012

Phase 2 – Lanvale Apartments

- 60-80 residential units – student and commuter market
- Rear parking
- 2 – 4 commercial stalls facing Lanvale Street

9. The Fitzgerald – *completed Winter 2010*

- Mixed-use \$75 million development
- 275 residential luxury apartments; \$1250-2500 monthly; fully leased
- 1,245 space parking garage
- Commercial uses: Barnes and Noble with café and Two Boots Pizza moving in Summer 2011

10. North Avenue Market – *in progress*

- Arts and venue incubator commercial space
- \$3 million multi-phase renovation and façade improvements
- Current venues: Wind-up Space, Cyclops Bookstore and music venue, Baltimore Print Studio and Liam's Irish Ale House coming soon

11. Telesis Barclay Mixed-Income Redevelopment – *phase 1 in construction*

- \$85 million multi-phase development
- 332 units (101 market HO, 22 affordable HO, 53 public, 91 LMI rent and 65 market rent); 22,000 square feet commercial space
- Phase 1: \$28 million, homeownership and rental; underway
- Phase 2: \$28 million, homeownership and rental; in planning & finance

12. University of Baltimore John and Frances Angelos Law Center – *construction underway*

- Project to open in early 2013
- \$107 million development
- 190,000 sq. ft., 12 stories, central atrium and aiming to achieve LEED Platinum rating

13. MICA Graduate Studio Center – *in progress*

- \$19 million multi-phase renovation on North Avenue
- Phase 1: \$258,000 major façade renovations; first floor public café, gallery and plaza
- Construction to begin summer 2011 – 18 month completion deadline

Appendix G: (continued)

14. People's Homesteading Group – *in progress*

- \$6 million homeownership redevelopment on the 400 and 500 blocks of 22nd Street
 - 18 for-sale single-family historic renovations (market-rate & affordable) – 9 completed and sold ranging from \$150,000 to \$270,000
- Established 14 community gardens, an investment of \$100,000
- \$400,000 rehabilitation of the Project Craft workshop at The Hardware Store
- PHG has also completed 22 other homes for homeownership throughout central Baltimore

15. 25th Street Station – *construction to begin summer 2011*

- \$65 million shopping center
- 329,705 square feet retail, big- and mid-box
- 70 – 90 residential units, 1,091 parking spaces

16. Baltimore Design School

- \$30 million investment in Greenmount West
- 12,000 sq. ft middle and high school for fashion, architecture and design
- Using Baltimore City Green Building Standards

17. Amtrak/Lanvale Lot Development

- 1.5 acres on the north side of the Penn Station
- \$140 million investment opportunity – in planning and finance stage
- Highest and Best Use Study and Development Concept completed through a collaborative effort among local and state government agencies, congressional representatives, civic and local groups, institutions, and Amtrak
 - A development concept that not only creates value for Amtrak, but also meets the objectives of the Charles North Vision Plan's TOD goals for the area.

Multi-phased development plan:

- Site connection to the train station concourse
- Public parking garage with a residential building wrap
- Mixed-use high-rise tower
- Retail liner building on the Charles Street bridge
- RFI expected spring 2011

18. Parkway Theater

- Approximately \$12 million mixed-use project – in planning and finance stage
- 26,819 square feet
- Plans call for: arts venue, a bar, a museum and additional office/administrative space

14. Metro Gallery

- Mixed-use high-rise development – in planning and finance stage
- Targeting student and young professionals for residential units, structured parking with car sharing
- Ground floor retail with public outdoor space

Appendix H: HCPI Demographic Profile

Homewood Community Partners Initiative: HCPI Demographic Profile

June 2012

Prepared by the Johns Hopkins University Office of Community Affairs

POPULATION

	2000	2010	% Change
HCPI Focus Area*	22,327	21,756	-2.56%
Baltimore City	651,154	620,961	-4.64%
Baltimore Metro	2,552,994	2,710,489	6.2%

*Includes the Johns Hopkins University Homewood Campus

Source: Baltimore City Planning Department; U.S. Census; *Includes population for JHU Homewood Campus

RACE AND ETHNICITY*

Race/Ethnicity	2000	2010	% of Total in 2010	% Change	% of City Population 2010	City % Change	% of Metro (2010)	Metro % Change
White	10,220	10,498	46.2%	2.7%	29.60%	-10.8%	62.1%	-3.9%
African American	9,084	7,602	33.4%	-16.3%	63.74%	-5.5%	28.7%	10.7%
Native American	59	65	0.2%	10.2%	0.4%	-2.1%	0.9%	5.7%
Asian	2,213	2,549	11.2%	15.2%	2.34%	45.7%	4.5%	78%
Other Race	190	344	1.5%	81.1%	1.82%	159.1%	2.1%	14.8%
Biracial/Multiracial	561	691	3%	23.2%	2.09%	35.6%	2.5%	67.2%
Hispanic/Latino	593	955	4.2%	61%	4.18%	134.7%	4.6%	141.1%

Source: U.S. Census; Includes population for JHU Homewood Campus

*Note: Total Population count for this table is **22,920** for 2000 and **22,704** for 2010. Percent of Total data for this category are based on these figures. Census Data from Baltimore City Planning acknowledges there are discrepancies in Census counts

Appendix H: (continued)

AGE

							% of Metro Area (2010)	
Age	2000	2010	2010 % of Total	% Change	% of City Population	City % Change	Age	Percent
							0-4 Years	6.2%
0-4 Years	879	810	3.7%	-7.8%	6.6%	-1.3%	5-9 Years	6.2%
							10-14 Years	6.5%
5-11 Years	1,268	747	3.4%	-41.1%	8%	-25.2%	15-19 Years	7%
							20-24 Years	7%
12-14 Years	542	302	1.3%	-44.3%	3.2%	-26.6%	25-29 Years	7%
							30-34 Years	6.3%
15-17 Years	508	324	1.4%	-36.2%	3.6%	-12.5%	35-39 Years	6.3%
							40-44 Years	7.1%
18-24 Years	5,765	6,284	28.9%	9%	12.6%	9.8%	45-49 Years	7.9%
							50-54 Years	7.7%
25-34 Years	4,239	4,576	21%	7.9%	16.7%	11.1%	55-59 Years	6.6%
							60-64 Years	5.6%
35-44 Years	3,117	2,549	11.7%	-21.1%	12.3%	-24.6%	65-69 Years	4%
							70-74 Years	2.8%
45-64 Years	3,793	4,554	20.9%	20.1%	25.2%	13.3%	75-79 Years	2.2%
							80-84 Years	1.8%
65+ Years	2,136	1,610	7.4%	-24.6%	11.7%	-15.3%	85+ Years	1.8%

Source: Baltimore City Planning Department; U.S. Census; Includes JHU Homewood Campus

†***Note:** Total Population count for this the HCPI in this table is 22,247 for 2000 and 21,756 for 2010. Percent of Total/
Percent change data are based on these figures. Census Data from Baltimore City Planning acknowledges there are discrepancies in Census counts.

INCOME

	2000	2010*	% Change	City (2010)*	City % Change	Metro 2010*	Metro % Change
Household Income	\$34,266	\$43,474	26.9%	\$38,738	28.7%	\$65,266	32.4%
Per Capita Income	\$21,404	\$24,087	12.5%	\$22,911	34.9%	\$32,787	35.3%

Source: Policy Map

*2005–2009 Data

Appendix H: (continued)

2010* PER CAPITAL INCOME AND POVERTY LEVEL BY NEIGHBORHOOD CENSUS TRACT BLOCK GROUP

Neighborhood	Census Tract and Block Group	Per Capita Income	Percent of All Families at Poverty Level
Abell	1202-2	\$30,616	0%
Barclay	1204-1	\$21,407	1.8%
	1204-2	\$14,581	81.2%
	1204-3	\$17,254	0%
	1204-4	\$22,905	12%
Charles North	1205-3	\$25,810	0%
	1205-4	N/A	N/A
	1206-3	\$15,418	58%
Charles Village	1202-3	\$25,178	0%
	1202-5	\$11,997	0%
	1206-1	\$33,204	0%
	1206-2	\$16,400	0%
Greenmount West	1205-1	\$12,909	50.8%
	1205-2	\$21,015	16.3%
Harwood	904-2	13,617	27.2%
	1203-1	21,321	18.6%
	1203-2	24,299	8.8%
	1203-3	23,347	6.6%
Oakenshawe	1202-1	43,773	16.6%
Old Goucher	n/a	n/a	n/a
Remington	1207-1	\$42,013	0%
	1207-2	\$47,495	27.5%
	1207-3	\$16,327	5.1%
Wyman Park	1306-1	\$26,467	0%
	1306-2	\$26,653	28.3%

Source: Policy Map

*2005-2009 Data

Appendix H: (continued)

EDUCATIONAL ATTAINMENT BY PERCENT—ADULT POPULATION (25 Years and Up)

	2000	2010*	% Change	City 2010	City % Change	Metro 2010	Metro % Change
Less than a 9th grade education	7%	5.4%	-22.8%	8.2%	-31.6%	4.2%	-19.5%
Some high school	21.6%	13.7%	-36.5%	14.9%	-24.8%	8.1%	-20.7%
High School Diploma	21.7%	16%	-26.2%	29.5%	29.6%	26.2%	7.8%
Some college/Associates Degree	15.5%	17.2%	10.9%	23.1%	22.3%	26.4%	8.4%
Bachelors Degree	15.7%	17.9%	14%	13.2%	13.1%	19.9%	20.2%
Post Graduate Degree	18.5%	29.9%	61.6%	11%	11.7%	15.2%	31.8%

Source: Policy Map; 2005-2009 Data; Data is not available for the Old Goucher neighborhood

HOUSEHOLD DEMOGRAPHICS

	2000	2010	% of Total 2010	% Change	City 2010	City % Change	Metro 2010
Families	3,800	3,287		-13.5%	134,038	-8.9%	679,558
Married Couple Family	2,080	1,988	60.5%	-4.4%	45%	-12.3%	45.5%
<i>With Persons Under 18 Yrs*</i>	613	515	25.9%	-16%	34.8%	-19.4%	18.9%
Male Householder, No Wife Present	388	332	10.1%	-14.4%	10.6%	1.6%	4.8%
<i>With Persons Under 18 Yrs*</i>	148	108	32.6%	27%	38.2%	-5.5%	2.1%
Female Householder, No Husband Present	1,332	967	29.4%	-27.4%	44.5%	-7.5%	15.2%
<i>With Persons Under 18 Yrs*</i>	890	451	46.5%	-49.3%	49.5%	-14.5%	7.8%

Source: Baltimore City Planning Department; US Census;

*Figures are a percentage of subcategory

Note: Metro area percent change figures are not available at this time

Appendix H: (continued)

HOUSEHOLD SIZE

Neighborhood	2010 Pop. In Housing Units	2010 Occupied Housing	2010 Average Household Size
Abell	889	440	2.02
Barclay	2,181	955	2.28
Charles North	1,059	716	1.48
Charles Village	8,906	3,725	2.39
Greenmount West	1,339	570	2.35
Harwood	1,575	570	2.76
Oakenshawe	1,444	505	2.27
Old Goucher	1,046	405	n/a
Remington	2,458	1,072	2.29
Wyman Park	1,141	610	1.87
HCPI Focus Area	21,738	9,568	2.19
Baltimore City	595,762	249,903	2.38
Baltimore Metro	2,710,489	1,038,765	2.54

Source: Baltimore City Planning Department; U.S. Census; Does not include JHU Homewood Campus

HOUSING CHARACTERISTICS

	2000	2010	% of Total 2010	% Change	City 2010	City % Change	Metro 2010
Total Housing Units	12,537	11,711		-6.6%	296,865	-1.3%	1,132,251
Occupied Units	10,207	9,507	81.2%	-6.9%	84.2%	-3.1%	91.7%
Owner Occupied*	2,733	2,794	29.3%	2.2%	47.7%	-8.2%	66.6%
Renter Occupied*	7,474	6,722	70.6%	-10.1%	52.3%	2%	33.4%
Vacant Units	2,330	2,195	18.7%	-5.8%	15.8%	10.1%	8.3%
For Sale Only*	209	169	7.7%	-19.1%	11.1%	8%	16.2%
For Rent *	645	1,007	45.8%	56.1%	33.7%	50.1%	33.9%
Not for Sale or Rent*	1,476	1,019	46.4%	-31%	55.2%	-5%	49.8%

Source: Baltimore City Planning Department; U.S. Census;

*Figures are a percentage of subcategory

2010 Figure lower than what is shown in Household Density Table.

Note: Metro area percent change figures are not available at this time

Appendix H: (continued)

HCPI AREA FORECLOSURES

	HCPI Focus Area*	Baltimore City	Baltimore Metro
2008	125	3,790	N/A
2009	148	6,138	N/A
2010	118	4,503	N/A
2011	60	1,992	N/A

Source: Baltimore Neighborhood Indicators Alliance

*Data is not available for the Old Goucher neighborhood or the Baltimore Metro Area at this time.

LIFE EXPECTANCY AND PREMATURE MORTALITY

	Greater Charles Village/Barclay	Baltimore City
Life Expectancy at Birth (years)	72.7	71.8
Age-adjusted mortality (Deaths per 10,000 residents)	113.4	110.4
Total Annual Years of Potential Life Lost (Years per 10,000 residents)	862	1372.3

Source: Baltimore City Health Department, 2011

AVERTABLE DEATHS

	Greater Charles Village/Barclay	Baltimore City
Avertable Deaths	37.3%	36.1%

Source: Baltimore City Health Department, 2011

Appendix H: (continued)

MORTALITY BY AGE (per 10,000 residents)

	Greater Charles Village/Barclay	Baltimore City
Less than 1 year old	12.9	12.1
1-14 years old	2.4	1.8
15-24 years old	7.1	28.9
25-44 years old	24.9	43.6
45-64 years old	88.4	115
65-84 years old	302.9	489
85 years and up	1172.7	1333.3

Source: Baltimore City Health Department, 2011

BIRTH OUTCOMES

	Greater Charles Village/Barclay	Baltimore City
Birth Rate (live births per 1,000 persons)	9.3	15.4
Teen Birth Rate†	13.6	65.4
Percent of Women Receiving Prenatal Care in the First Trimester	77.1%	77.3%
Percent of Births to Women Who Reported Smoking While Pregnant	6.5%	8.8%
Percent of Live Preterm Births	13.7%	13.1%
Percent of Low Weight Births‡	14.4%	12.8%
Infant Mortality Rate per 1,000 live births	12.9	12.1

Source: Baltimore City Health Department, 2011

†Live births to females ages 15-19 per 1,000 persons 15-19 years old

‡Less than five (5) pounds

Appendix H: (continued)

GREATER CHARLES VILLAGE/BARCLAY COMMERCIAL AND WORKFORCE DATA

	2007	2008	2009	Change (07-09)
Commercial Properties w/Rehab Investment of \$5,000 and up	15.0	14.9	16.4	9.5%
Total Commercial Properties	708	610	604	-14.7%
Total Businesses as of the 4th Quarter	933	1,085	868	-7.0%
Total Employees	9,013	10,686	10,656	18.2%
Total Retail Sales (in thousands)	\$152,814	\$1,134,339	\$1,343,115	778.9%
Businesses with fewer than 50 employees	615	1,064	846	37.6%
Businesses with 50-100 employees	12	6	22	83.3%
Percent of All Businesses over 4 Years Old as of the 4th Quarter	n/a	48.1%	54.6%	6.5%
Percent of All Businesses with 50 Employees or Fewer that are more than 4 Years Old	n/a	48.1%	52.3%	4.2%

Source: Baltimore Neighborhood Indicators Alliance, 2010

NORTHERN DISTRICT CRIME STATISTICS – 2010 to 2011

POST 511*

Crime	2010	2011	change	% change
#Agg Assault	23	30	7	30.43
#Arson	1	2	1	100.00
#Burglary	39	63	24	61.54
#Homicide	2	1	-1	-50.00
#Larceny from Auto	61	47	-14	-22.95
#Rape	1	2	1	100.00
#Robbery	17	20	3	17.65
#Shooting	0	1	1	INF
#Stolen Auto	30	24	-6	-20.00

*Includes Remington and Wyman Park

Appendix H: (continued)

POST 512*

Crime	2010	2011	change	% change
#Agg Assault	23	14	-9	-39.13
#Arson	1	0	-1	-100.00
#Burglary	50	72	22	44.00
#Homicide	0	1	1	INF
#Larceny from Auto	62	42	-20	-32.26
#Rape	3	1	-2	-66.67
#Robbery	9	37	28	311.11
#Shooting	0	3	3	INF
#Stolen Auto	20	41	21	105.00

*Includes Barclay, Lower Charles Village and Harwood

POST 515*

Crime	2010	2011	change	% change
#Agg Assault	14	10	-4	-28.57
#Arson	0	0	0	0.00
#Burglary	70	88	18	25.71
#Homicide	2	2	0	0.00
#Larceny from Auto	86	60	-26	-30.23
#Rape	0	1	1	INF
#Robbery	25	22	-3	-12.00
#Shooting	0	0	0	0.00
#Stolen Auto	19	33	14	73.68

*Includes Johns Hopkins University, Upper Charles Village, Abell, Oakenshawe and the Greenmount Avenue Business District

Appendix H: (continued)

POST 516*

Crime	2010	2011	change	% change
#Agg Assault	45	34	-11	-24.44
#Arson	5	1	-4	-80.00
#Burglary	79	49	-30	-37.97
#Homicide	2	0	-2	-100.00
#Larceny from Auto	89	70	-19	-21.35
#Rape	2	3	1	50.00
#Robbery	42	38	-4	-9.52
#Shooting	3	3	0	0.00
#Stolen Auto	18	28	10	55.56

*Includes Charles North, Old Goucher and Greenmount West

2010–2011 SCHOOL YEAR ENROLLMENT

	Barclay Elementary/Middle	Dallas F. Nicholas Sr. Elementary	Margaret Brent Elementary/Middle
Students Enrolled	442	341	266

DEMOGRAPHICS

Student Race	Barclay Elementary/Middle	Dallas F. Nicholas Sr. Elementary	Margaret Brent Elementary/Middle
African-American	91.58%	92.39%	72.82%
White	1%	3%	11%
Hispanic/Latino	3%	4%	9%
Asian-American	4%	1%	7%

STUDENTS RECEIVING SPECIAL SERVICES

	Barclay Elementary/ Middle	Dallas F. Nicholas Sr. Elementary	Margaret Brent Elementary/Middle
Special Education	12.83%	16.3%	19.8%
FARMS*	85%	88.04%	87%
ELL**	5.01%	5%	8.39%

*Free and Reduced Meals

**English Language Learner

Appendix I: JHU Community Perception Survey



Homewood Perception Survey - Summary report (June 2012)

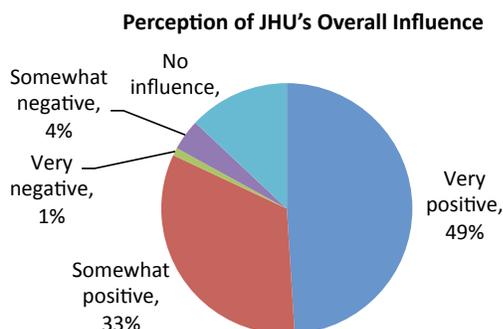
The Johns Hopkins University recently commissioned Centrac DC, a consulting firm, to take a closer look at the university's role as a citizen within the communities close to the Homewood campus with the goal of gaining insights into:

- What elements are most important in creating a healthy community and how residents judge their own neighborhood on these points
- How JHU impacts their community, especially in the Six Areas of Focus for the Homewood Community Partnership Initiative (safety, public education, housing, commercial development, community service and economic inclusion)
- Where the community would like to see JHU focus efforts going forward to improve their community

The two-part project consisted of an online moderated discussion (bulletin board focus group) among community leaders and a phone survey of 457 residents of the 15 neighborhoods surrounding the Homewood campus.

Thank you to all who participated, your time and opinions are greatly appreciated and will help guide JHU's future engagement with the community and serve as a benchmark against which we will try to measure our progress and our efforts to assist our neighboring communities in the coming years.

82% of total respondents find JHU's overall influence in their neighborhood to be positive – nearly half say very positive. However, perception does vary by area with those more removed from campus less likely to see a positive JHU influence.

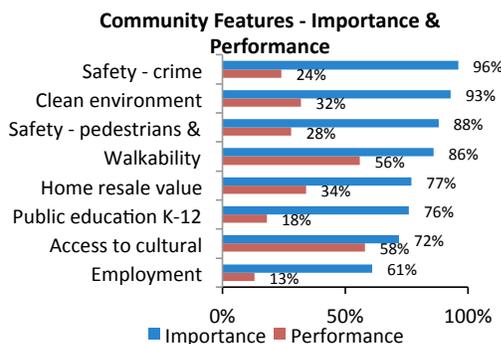


Perhaps more significant than how JHU is performing is how individuals perceive their own **neighborhoods**. This survey of residents highlighted a sizeable gap between features you find to be important in a community and how well your neighborhoods deliver those features. For many, JHU is already seen as impacting positive change overall and in these specific areas (through our work in the Six Areas of Focus for the Homewood Community Partnership Initiative). However, there is considerable opportunity to work collaboratively with communities to close this gap.

The charts and related points below organize the responses of **neighborhood feature importance & performance** as well as **ratings of JHU's perceived influence** according to the Six Areas of Focus for the Homewood Community Partnership Initiative. They are in order of the largest to smallest gap found between importance and performance ratings, i.e. the greatest areas of opportunity for positive impact:

1. Safety & Security

- Crime followed by pedestrian / cyclist safety are among the most important community concerns and also have the largest measured gap with performance
- This is an area of focus where JHU contributions are most visible – 69% perceive strong positive influence
- 19% mention spontaneously safety / security as reason for perceived positive influence



Appendix I: (continued)



2. Public Education

- While importance relative to other community features is low, the opportunity in public education is great given resident's elevated expectations. This is also the area where residents are least likely to see JHU's influence, further emphasizing the opportunity for JHU to make a difference in this area

3. Economic inclusion / employment

- Priority placed on economic inclusion / employment varies by neighborhood and to a lesser extent age
- Roughly half perceive positive influence of JHU
- 20% spontaneously attribute perceived positive influence of JHU to job creation

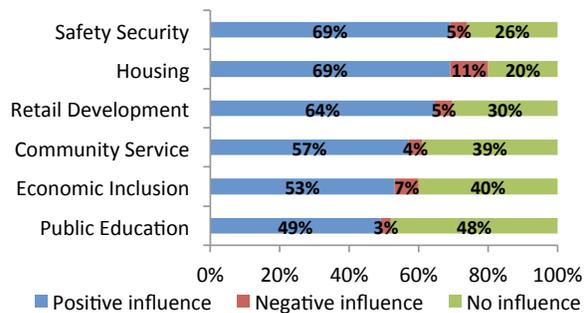
4. Housing

- Of the community benefits that relate to housing / resale:
 - Walkability is both important to residents and an area where they feel neighborhoods perform well
 - A clean environment ranks among the top in importance for residents yet communities fall short
 - Access to cultural activities is highest in performance but among the lowest in importance relative to the other issues mentioned
 - Home resale is moderately important with modest neighborhood performance
- Perceived JHU positive influence in housing is high (69%)

5. Retail Development

- While retail and business presence is among the least important community features (relatively speaking), it is an area of focus where JHU is widely seen as having a positive influence
- JHU future involvement is also strongly desired with 88% of total respondents definitely / probably wanting JHU to develop a plan to improve transit and 87% a plan for retail / dining offerings

Perception of JHU's Influence in 6 Impact Areas

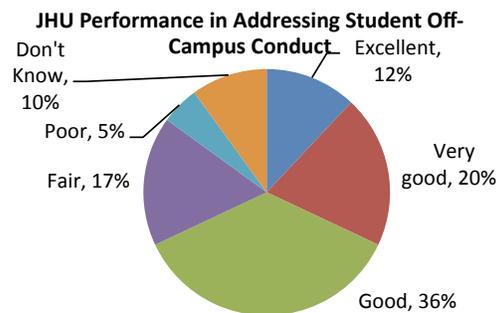


6. Community Service

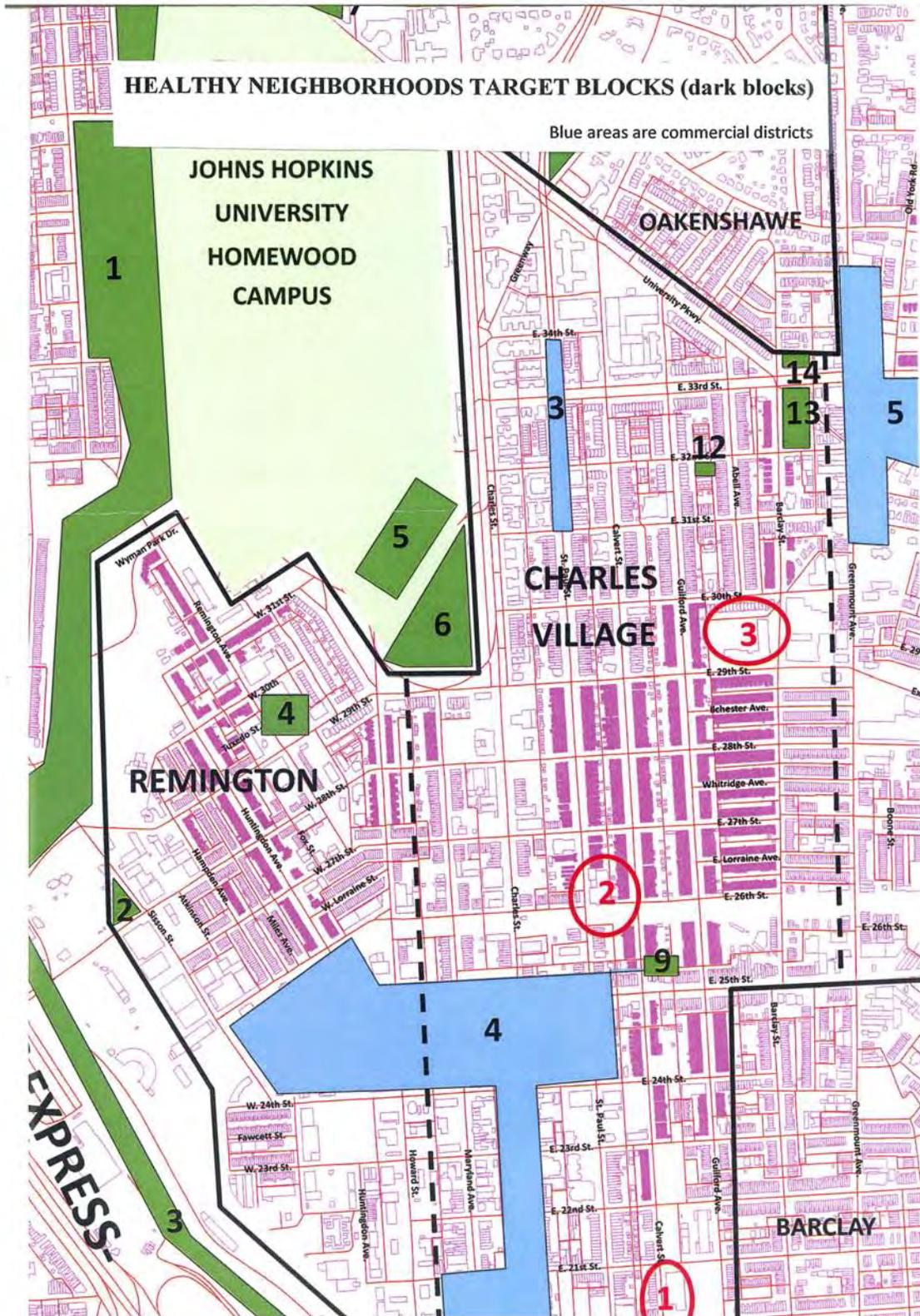
- The majority of respondents (57%) recognize JHU's commitment to community service
- Furthermore, most agree (86%) increasing community-oriented volunteer activity by faculty, employees and students would be desirable

For community leaders in a few neighborhoods, **student life issues** are a significant concern. However, residents in general seem less concerned (only 20% very concerned) and less critical (68% feel JHU's performance addressing student off campus conduct is good or better).

- Noise is least concerning student life issue (although not for community leaders), most concerning is carelessness when it comes to safety and crime followed by maintenance or upkeep of housing
- 70% of residents have had positive personal interaction with JHU students
- When it comes to actions JHU could take to address student conduct off-campus
 - 91% feel students should be asked to make amends if conduct disturbs neighbors
 - Very low desire for a fraternity row among area residents



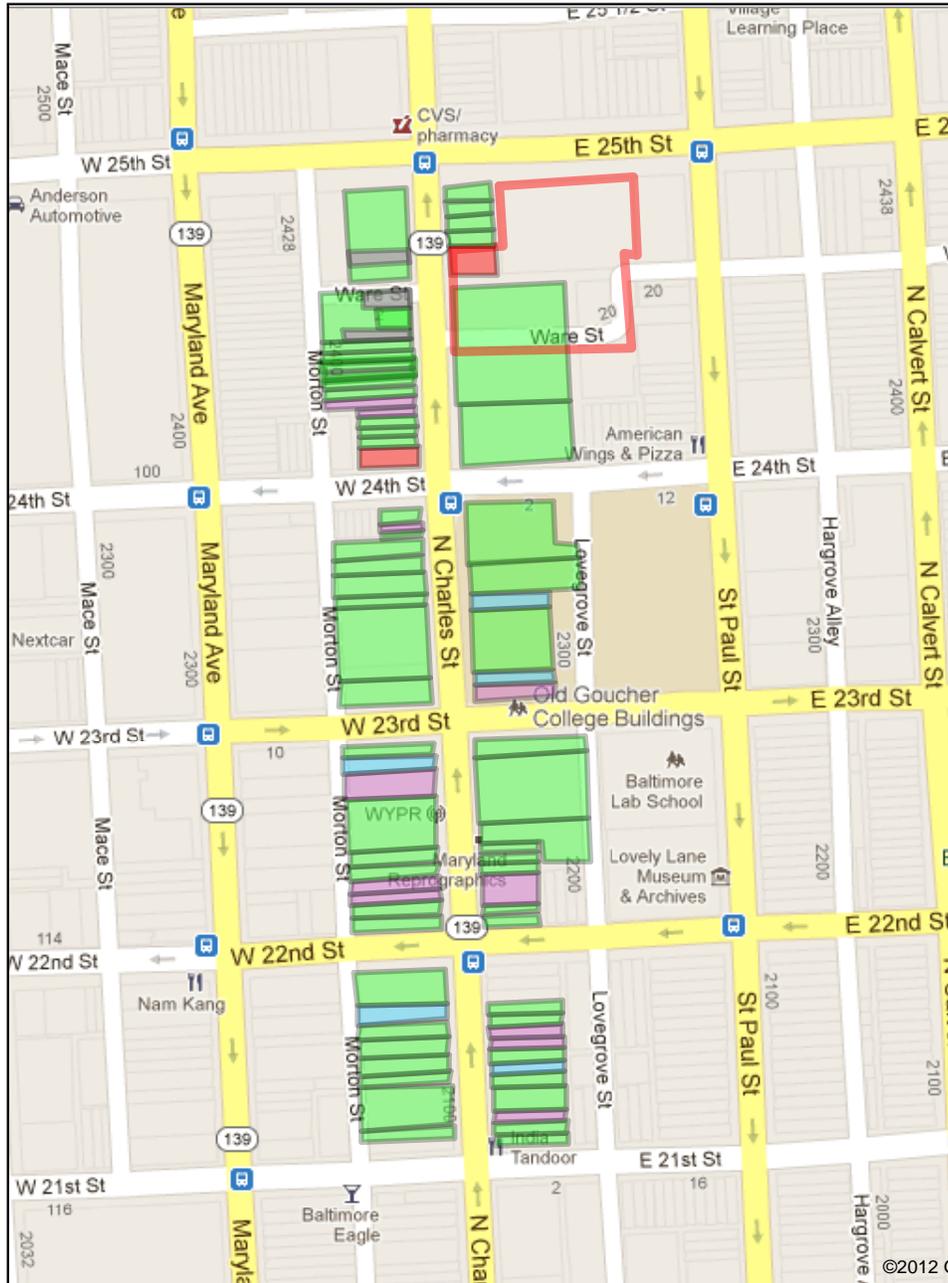
Appendix J: Healthy Neighborhoods Block Map



Appendix K: Charles Street Retail Study

Charles Street Retail Study: 21st to 25th St.

prepared by Central Baltimore Partnership
March 13, 2012



LEGEND:

- Occupied
- Partially Occupied
- Unoccupied
- Surface Lot

RETAIL REPORT:

Total Properties: 83	Storefronts: 77
Occupied: 57	Occupied Storefronts: 54
Unoccupied: 19	Vacant Storefronts: 23
Partially Occupied: 5	Hair and Nail Salons: 16
Surface Lots: 2	Takeout Establishments: 4